

Sales Management

The Weekly Magazine for Marketing Executives



Clarence Francis, vice-president, General Foods . . . "I intend to keep shouting the need of profits." Page 70.

This Depression Campaign
Sold 7,000 Stoves

—
Sales Opportunities in
the Farm Market

How to Reach the Greatest Number of New Orleans Buyers

Effectively, Economically and Profitably

TELL your sales story to New Orleans buyers through the pages of their chief shopping guide—The Times-Picayune. Daily and Sunday, month after month, year in and year out, more people read and are influenced by The Times-Picayune than any other publication of any kind in the entire New Orleans trading area.

The continued and overwhelming preference of national, local and classified advertisers unmistakably points the way for merchandisers pondering how best to reach the New Orleans market. Regularly and consistently, year after year, advertisers buy more space in The Times-Picayune than in any other New Orleans newspaper. The Times-Picayune is the preferred medium for the simple reason that it *yields the greatest return per advertising dollar invested.*

SELL THE SOUTH'S GREATEST MARKET THROUGH THE SOUTH'S
GREATEST NEWSPAPER

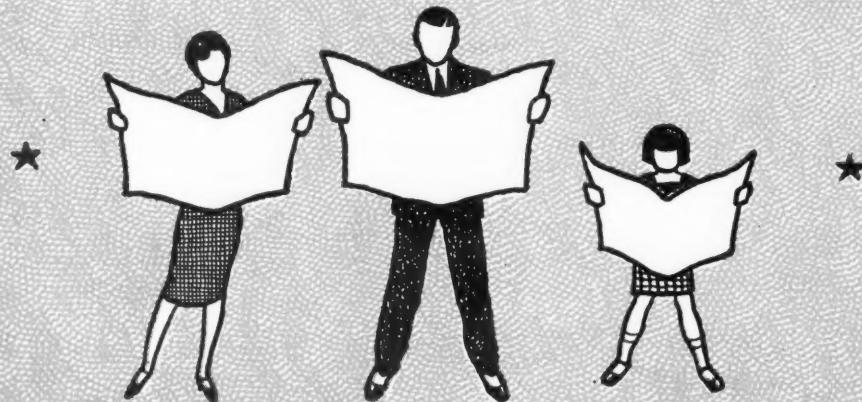
The Times-Picayune NEW ORLEANS

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• New Orleans is a Times-Picayune Town •

To business men who want Immediate Help on their problems... *not next year, not next month... but NOW!*

THIS PAGE contains news of great importance to every business man earning from \$5,000 to \$15,000 a year who wants to make himself secure in his present position.

The plan it describes was first introduced shortly after the market crash of 1929. Since that time this plan has been tested in actual practice, revised to meet the suggestions of leading business men, improved in every way it was possible to improve it.

It is the most practical new aid to personal progress in ten years.

What is it?

It is a plan for enabling business men to achieve a degree of financial stability that used to be reserved for a few. It is a plan to help the individual make his future—and his present—secure and depression-proof.

Let's get at the heart of your present situation right away.

The trouble with the average successful man right now is that it would be entirely too easy for his business to get along without him. On all sides of him people are being "let out." He sits at his desk face to face with the fact that with all his good work he is not indispensable, and wonders when his turn will come.

Here's what we have done about it:

With the help of the foremost business leaders of the country—men like Alfred P. Sloan, Jr., Bruce Barton, Dr. Julius Klein, Hon. Will H. Hays, David Sarnoff, and many others—we have built a new type of service for business men. When you enroll for this new Service—

(1) You get a definite plan for accelerating your advancement and thereby automatically increasing your security.

(2) All the resources of a vast research organization are placed at your disposal, to answer

any question and to help with your every business problem by letter, telephone or telegraph.

(3) We help you with your personal investments, advising you how you can establish and maintain yourself on a sound basis.

PRESENTING a plan for making your future—and your present—secure and depression-proof

(4) Immediately you enroll, you are given your choice of a list of confidential reports, prepared by authorities, *on some of the subjects on which you need new practical ideas quickest.*

(5) You receive regular bulletins on the credit and sales situation in every part of the country, the political situation as it affects business, the gist of international affairs, the banking factors that *you* should know about. These bulletins have been widely quoted; they are crisp, clear, interesting, authoritative.

(6) You receive a compact practical reference library containing a vast store of plans, methods and ideas *for your immediate use.*

Most important of all, we help you to discover for yourself in what departments of business you are weak, and round out your knowledge of those departments. An advertising manager said to us the other day, "I used to dread being called into our President's office. I know about advertising and selling. But I was in mortal terror I would get into a discussion about our corporate structure, or some aspect of credit or collections. Your Serv-

ice has given me an extraordinary new kind of confidence that I can meet any reasonable situation creditably and constructively. I am no longer afraid of being let out. *I am asked what other employees I think should go.*"

That man is headed toward the only thing that makes a job safe in times of stress and richly profitable in times of plenty. He is going to be indispensable to his business. Why? Because men who have this all-round equipment are rare. They are kept because they cannot be replaced, while the routine men, though they may bear high-sounding titles, are "let out" to bring down overhead.

We simply have not space here to tell you the details of this Service, how it works, the prominent men who helped prepare it, how richly it can be made to pay *beginning right now.*

The complete announcement is printed in a booklet (reading time about 30 minutes) entitled "What an Executive Should Know." This booklet is free. It is interesting and helpful from the first page to the last.

Send for a copy. The coupon is for your convenience.

To the Alexander Hamilton Institute,
486 Astor Place, New York City. (In
Canada, address Alexander Hamilton
Institute, Ltd., C. P. R. Building,
Toronto.)



Send me "What an Executive Should Know," which I may keep without charge.

NAME.....

BUSINESS
ADDRESS.....

BUSINESS
POSITION.....



He didn't count sheep jumping a fence

NO SIR! The guest we have in mind had his own cure for insomnia! He asked us to furnish a thermos bottle full of hot milk, so that he could have it by his bed, in case he woke up at night, take a drink ... and then get to sleep again! Thermos bottles and hot milk aren't part of the standard equipment of United Hotels... but we do have large, airy high-ceiling rooms, with a feeling of pleasant freedom... and the beds...well, if you've ever slept in one of our hotels you know how good they are! So there's very rarely occasion for insomnia at any of the 25 United Hotels listed below.

Extra service at these 25 UNITED HOTELS

NEW YORK CITY'S only United . . .	The Roosevelt
PHILADELPHIA, PA.	The Benjamin Franklin
SEATTLE, WASH.	The Olympic
WORCESTER, MASS.	The Bancroft
NEWARK, N. J.	The Robert Treat
PATERSON, N. J.	The Alexander Hamilton
TRENTON, N. J.	The Stacy-Trent
HARRISBURG, PA.	The Penn-Harris
ALBANY, N. Y.	The Ten Eyck
SYRACUSE, N. Y.	The Onondaga
ROCHESTER, N. Y.	The Seneca
NIAGARA FALLS, N. Y.	The Niagara
ERIE, PA.	The Lawrence
AKRON, OHIO	The Portage
FLINT, MICH.	The Durant
KANSAS CITY, MO.	The President
TUCSON, ARIZ.	El Conquistador
SAN FRANCISCO, CAL.	The St. Francis
SHREVEPORT, LA.	The Washington-Yooree
NEW ORLEANS, LA.	The Roosevelt
NEW ORLEANS, LA.	The Bienville
TORONTO, ONT.	The King Edward
NIAGARA FALLS, ONT.	The Clifton
WINDSOR, ONT.	The Prince Edward
KINGSTON, JAMAICA, B.W.I.	The Constant Spring



Survey of Surveys

BY WALTER MANN

Overlapping Circulation of Sixty Magazines

A new 260-page analysis of what Dr. Starch terms "overlapping in circulations of general magazines" has just been published by the American Association of Advertising Agencies.

Sixty magazines are included in the study.* Amount and percentages of "overlapping" are given for fifty-eight publications in combination with each of the others, and also for two publications in combination with a portion of the fifty-eight, making a total of 1,684 pairs of magazines. The study is based on subscriber lists furnished by the magazine publishers plus personal interviews to check variations in different parts of the circulations.

This is the second analysis of overlapping in circulations of general magazines made by Dr. Starch for the A.A.A.A. The previous report was published in 1927. It contained figures on 159 pairs of magazines, giving duplication data on only the more important combinations.

An earlier study made by the A.A.A.A. issued in 1926 consisted of an analysis of the occupations and incomes of the subscribers and buyers of magazines. This was followed by a second study, i.e., an analysis of the duplication in the circulations of magazines issued in 1927.

These reports were found to be of so much practical value and met with such wide acceptance that it was deemed desirable to make new, up-to-date studies based upon new subscriber lists for a different group of communities, to see what changes, if any, have taken place during a period of four or five years, and particularly to extend the scope of these studies.

A completely new study on the first of these two problems was issued in December, 1930, and is entitled "Magazine Circulations—Qualitative Analysis by Incomes of Readers."

The present duplication of "overlapping" study corroborates in the main very closely the results presented in the first report on duplication issued in 1927. In connection with the present study, the methods developed in the 1927 report have been very carefully examined and scrutinized. This re-examination substantiated the methods previously developed and so fully corroborated the former findings that the same statistical technique has been used here.

The original material on which this

* All important publishers were requested to turn in their subscription lists for comparison and breakdown. Some refused, hence their names are not found in this report.

study was based consisted, as in the case of the 1927 report, of the subscriber names of the various publications submitted by the publishers.

The complete subscriber lists for the respective publications were obtained for 205 communities with the exception of the three larger cities for which only a portion of the lists was requested. (See Section II.) These 205 cities and towns were scattered both geographically and as to size throughout the entire United States. The total number of subscriber names used in this study was 370,738.

In addition to the 370,738 subscriber names, supplementary information was obtained through a field survey consisting of personal interviews at the homes of 5,524 families. The purpose of this supplementary information was to ascertain the relative rates of duplication for the newsstand portion of the circulations as compared with the subscriber portion. Information on two "newsstand" publications, i.e., *Liberty* and *True Story*, is therefore also available in this second publication study.

In the 1927 study it was found that the rate of duplication for the newsstand portions of the circulations was somewhat different, usually lower, as compared with the subscription portions. In connection with that study close to 20,000 families were interviewed. The present field study, composed of interviews with 5,524 families, very closely corroborates the findings of the 1927 field study as to differences in the rates of duplication between the subscription and the newsstand portions of the circulations.

The method of handling the subscriber names and the statistical technique in computing and compiling the results is identical with that developed in the 1927 study.

Very extensive checks, however, have been made in connection with the present study to determine whether the method developed in 1927 is reliable and adequate. To this end, several different approaches and distinctly different statistical methods were developed and applied to more than 300 combinations of publications. The outcome was that the results obtained by these different methods coincided closely with those obtained by the methods used in the 1927 report. Therefore, the methods developed in 1927 have again been used here.

For those of the 159 combinations which appear in the 1927 and in the present report the results, by and large, agree very closely. There are, of course, some distinct changes in the amounts of overlapping in circulations due to the increase or decrease in circulations or to change in the nature of the circulation.

A more detailed statement of the method here employed, the number and distribution of the cities covered, the number of subscriber names, the degree of reliability of the results and related points are given in Section II of this report.

The publications in the summary table are arranged in alphabetical order. For (Continued on page 79)

What's New

Many special sales drives in which the dealer is a distribution factor fall down because they have not been designed with the dealer's problems and point of view firmly enough in mind. The Coleman Lamp & Stove Company did not make that mistake in their 1931 sales plan. See page 56.

Too many concerns have failed to take advantage of the selling opportunities offered by the farm market. While conditions in that field cannot be called ideal, the fact is that rural buyers will spend at least \$2,000,000,000 this year for equipment and services. Page 58.

Coming soon: The details of the sales control plan which enables that company to put added pressure on profitable markets and to relax sales effort where costs are disproportionately high.

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Sales Management

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Cover photograph by Blank-Stoller, Inc.

3,800,000 Men Are Being Sold

The man who bought three suits in 1929 may now be buying two-and-a-half suits per year—and the man who bought (or had his wife buy) six shirts a year may now be getting along on five new ones every twelve months. But the fact remains that there is still a lot of suits, shirts, collars, ties and underwear sold to the 3,800,000 men in the New York market who are eighteen years of age or over. For men still have to dress to work and to play. And here in New York they still have enough money to replace their worn-out clothes. There is still a lot of business in this great market for the dealer and the manufacturer of men's apparel. And the best way to go after this business is through the advertising columns of The Sun. For The Sun is read by men to whom good clothes are a necessity and a habit. It is a home-going newspaper and reaches the wife, who frequently selects, as well as the man, who always pays. Among people of means and good taste, it has the largest home circulation in the greatest clothes-buying market in the world. That's why, to sell their men's apparel, the department stores of New York used more space in The Sun in 1930 than in any other newspaper.



THESE CONCERN ADVERTISED MEN'S APPAREL IN THE SUN IN 1930

Abercrombie & Fitch	Brooks Bros.	Finchley Establishment	Long's Hats	Stern Brothers
Abraham Straus	Brooks Uniform Co.	Forsythe, John	Lord & Taylor	Stetson Hats
Ackerman	Browning, King & Co.	Franklin Simon & Co.	Macy, R. H., & Co.	Sulka, A., & Co.
Adam Hats	Bryant Payment Plan	Gimbel Brothers	McCreery, James, & Co.	Topp Hats
Altman, B., & Co.	Budd	Hearn, James A., & Son	Nathan & Phil	Tripler, F. R., & Co.
Appel, S., & Co.	Clemons	Hickok Products	Nelson, Alfred, Co.	Trivers
Arnheim	Crawford Clothes	Howard Clothes	Rocke, Ben	Truly Warner
Arnold, Constable & Co.	Cruger, Inc.	Jaeger	Rogers Peet Co.	Van Heusen Collars
B. V. D. Co.	Cullingsworth	Kaskel & Kaskel, Dunlap	Saks—Fifth Ave.	Wallach Bros.
Bamberger, L., & Co.	Davega	Kaufman Hats	Saks—34th Street	Wanamaker, John
Best & Co.	David, John	Kent, Roger	Sarnoff-Irving	Weber & Heilbronner
Bloomingdale's	De Pinna	Knox Hats	Schanz, Inc.	White & White
Brokaw Bros.	Dobbs & Co.	Lastlong Underwear Co.	Schumm & Snyder	Wilson, John
Bromley Clothes	Dube Bros.	Levy, Moe, & Sons	Spalding, A. G., & Bros.	Young's Hats
	Edward Clothes	Loeser, Frederick, & Co.	Stadler & Stadler	

The  **Sun**

*The Newspaper of Distinction in its Readers, its News and its Advertising
NEW YORK*

Significant Trends

As seen by the editors of Sales Management for the week ending July 11, 1931:

• • • Retail trade has been keeping up very well in the last few days, especially in women's apparel, sports wear and men's furnishings. The Saturday holiday last week made quite a hole, but large distributors are confident that this loss will be made up by active buying at present attractive prices.

• • • Average price of commodities advanced again last week for the third successive week, the Irving Fisher index number rising from 70.3 to 70.6. The gains began three weeks ago from 69.7. The rally from a point below 70 is in accordance with price history.

• • • Business is now in the condition which usually precedes a general improvement, according to the judgment of 155 editors of business papers expressed in the eighth semi-annual outlook survey of the National Conference of Business Paper Editors.

• • • Procter & Gamble's business in the year ended June 30 furnishes another striking example of prosperity in the midst of adversity, according to forecasts of the company's earnings. On a volume reckoned at \$203,366,000 compared with \$202,213,831 the year before net profit is put at \$23,250,000 (\$3.50 on common stock), a new high record. Last year net profit was \$22,450,600 (\$3.37 on common).

• • • Chain store and mail order house sales in June by thirty-six companies were 2.09 per cent less than in June last year—\$186,109,544 compared with \$190,083,782. J. C. Penney's decrease was 6.28 per cent, while S. S. Kresge had a gain of 4.3 per cent.

• • • National Bellas Hess, mail order, which has been reporting monthly sales below last year's, turned about in June with a volume of 4.6 per cent higher. This compares with a decrease of 3.6 per cent for the first six months of this year. Montgomery Ward, on the other hand, lost ground in June to the extent of 19.8 per cent compared with a loss of 17.2 per cent in the six months.

• • • Woolworth's sales in June showed a notable increase—from \$20,715,593 last year to \$21,978,075 this year, 6.1 per cent.

• • • Laws for fair trade practices and to put independent dealers on a competing basis with chains were urged by Governor La Follette in an address this week to National Retail Grocers' Association meeting in Milwaukee.

• • • General Motors June sales to dealers and consumers exceeded those of June, 1930, the first time since December that current monthly volume was ahead of last year. Sales to dealers were 100,270 cars, compared with 87,595 last year; to consumers 103,303, compared with 97,318.

• • • Chevrolet production in June totaled 84,597 cars and trucks compared with 78,472 last year and 113,852 the month before. Domestic requirements took about 90 per cent of the June output this year.

• • • Auburn Automobile earned \$2,158,764 (\$11.06 a share) in the quarter ended May 31 and \$2,361,175 (\$12.09 a share) in six months. This compares with earnings last year of \$769,385 (\$3.94 a share) and \$866,009 (\$4.44 a share) respectively.

• • • The new trade price for cigarettes—\$6.85 a thousand—is reflected in new consumer prices on the part of large distributors—fourteen cents for single packages, twenty-seven for two packages.

• • • Small dealers are in a quandary. On the one hand, they are reluctant to put their price higher than fifteen cents a package, and on the other hand, if they do not, the new wholesale rate will enrich only their big rivals and the manufacturers.

• • • New York City retail sales in 1929 amounted to \$4,402,876,069, according to the Census of Distribution. The number of stores was 103,623, and they had 316,787 employes with average wages and salaries aggregating \$617,933,341.

• • • New York stores to the number of 42,547 sold \$1,088,248,155 worth of food in 1929 and 8,438 restaurants, lunch counters, and soda fountains added \$329,059,447—a grand total of \$1,417,307,602. Feeding New York City, in other words, required the services of 49.6 per cent of all the stores and accounted for 32.2 per cent of all the retail volume.

• • • Next in importance were 13,639 apparel stores with total sales of \$689,322,129—15.7 per cent of the whole sum; department stores and variety shops (4,121) with a total of \$601,888,794—13.7 per cent, and automotive stores, 5,529 of them, with total sales of \$400,240,497—9 per cent.

• • • The recently formed National Trade Relations Council is expected to prove useful for the adjustment of differences between manufacturers and retailers. The need of some such impartial body has long been apparent.

• • • Cuts of more than 5 per cent in the prices of "Companion" tires were announced late this week by Sears, Roebuck with the explanation that unexpected large sales made the action possible. Several manufacturers met this cut by reducing prices on their third line tires. The new price on "Companion" tires is \$4.25. Tire business has recently shown unmistakable signs of revival.

• • • Steel ingot production in the United States sank to 2,075,900 tons in June, compared with 2,505,485 tons in May—the smallest monthly output since December.

• • • Gasoline prices were cut one cent a gallon by Standard Oil of New Jersey this week, responsive to continued weakness in bulk gasoline. Humble Oil & Refining cut crude oil prices this week in Texas from nine to seventeen cents a barrel, bringing them to the lowest level for any large area in the history of the industry.

Sales slow? Dealers discouraged? Prospects apathetic? Coleman licked these problems with a highly organized campaign which embodied new sales policies, the use of new and better tools for salesmen and several kinds of advertising closely knit into the marketing program. Perhaps you can adapt the plan.

This Depression Campaign Sold 7,000 Stoves

SINCE the first of the year more than 1,800 merchants have qualified and signed up for the local use of the Four-Point Selling Campaign for Coleman stove dealers. As this is written, it has been about three months since the salesmen first presented the plan to the trade. And during that time their orders have included nearly 7,000 Coleman pressure gas cook stoves which have been shipped to dealers who have qualified (with at least three units in stock or on order) for participation in the drive.

We believe the success of the plan is due largely to the fact that dealers were offered a completely worked out selling campaign. They didn't have to worry about what to do, nor how to do it, nor when.

The Coleman Four-Point plan was born of necessity. Even before the turn of the year, pressure gas stoves were not selling, and the outlook for the first quarter of the current year was anything but bright. The average retailer seemed baffled by increasing sales resistance. People generally had already developed the bargain complex and were waiting to see if the prices on everything wouldn't go still lower. To meet these conditions, the special campaign known as the Coleman Four-Point Selling Plan was designed and offered to the trade.

Our products, it should be explained, are complete self-contained pressure gas cooking devices—stove and gas-plant all in one unit. They make and burn their own gas from any good grade of clear, untreated gasoline. They operate under the Coleman safety-control principle and provide a clean, clear-blue, smokeless, pressure-driven and intensely hot cooking blaze. They find their market

BY KARL E. KILBY

*Coleman Lamp & Stove Company,
Wichita, Kansas*

in the country—on the farms out beyond the gas mains—and in the towns not yet served by the gas companies.

First of all the Coleman Four-Point plan was based on the fundamental principle that a new offer, a new appeal, a new inducement or a new talking point, or perhaps several of them, must be projected to the public if satisfactory buying response on the part of the latter is to be obtained.

The 1930 merchandising program consisted of a double-sales contest. Prizes were offered retailers and their store salesmen for the best window trims and the best stove sales records accomplished by the qualifying contestants during a given period.

But it was agreed that a contest of any kind, leaving the development and execution of actual retail selling procedure to the individual merchant, would not be sufficient for 1931. New arguments, new "reasons why," embodied in a definitely progressive program of dealer sales activities must be the basis of any effort that would have any sort of a chance to be successful this year.

It was not necessary that the new ideas be complete innovations in general merchandising practice. But they must be new as far as Coleman stoves were concerned. And they were just that. Here they are:

(1) *New Trade-in Proposition.* Offering the consumer an allowance of anywhere from \$5 to \$25 for his old stove, according to the Coleman model he selected, and what was equally important, retaining for the dealer his full margin of profit.

(2) *New Easy Payment Plan.* Arranged entirely by Coleman—no outside

red tape—no disinterested finance corporation. Here was a real clincher that would help close sales and yet the dealer's negotiations were with Coleman only.

(3) *New Free Generator Offer.* An appeal which always makes good every time it is used. Two extra Coleman generators (a main generator and a preheater generator) to be furnished free with every Coleman stove sold by dealers using this Four-Point plan. This offer was a "ten-strike," especially in the pressure gas stove field. For the generators used in starting and operating pressure gas devices convert liquid fuel into combustible gas and, in doing so, become carbonized in time and require cleaning or renewing. With the extra generators furnished with his new Coleman stove, the user is always assured of continuous and uninterrupted service.

(4) *New Retail Sales Helps.* A complete set-up of localized advertising aids all ready to use and all based on tried and proved retail selling ideas, developed from the experience of the leading Coleman dealers.

Then, to promote consumer interest in the appeals provided by this selling program, the new stove trade-in allowance was to be featured in all national advertising published in consumer periodicals reaching the logical Coleman stove market during the current season.

After developing the plan, the next step was to arrange for its most effective presentation to the trade and to the public. The vehicles of projection finally decided upon were the following:

(1) *A Visual Portfolio.* Chart talk for Coleman salesmen.

(2) *Direct Mail Campaign.* Folder-letters to the trade.

(3) *General Advertising.* Announcements in consumer publications.

Obviously, it was necessary to prepare the visual portfolios first. The proper execution of the entire plan hinged upon its being first presented to the trade well in advance of the

opening of the spring retail stove selling season. So, shortly after the annual January training school for salesmen, all Coleman field representatives were presented with the chart talks.

This visual portfolio consisted of a forty-page chart talk presentation of the Four-Point plan on sheets sixteen by twenty-two inches in size. These were gathered together at the top, loose-leaf style, under steel straps in Fabricoid covers, which, with the aid of extra stays and snaps, were easily converted into upright easels for salesmen's use in presenting the plan to merchants.

The text matter on each sheet was hand-lettered and illustrated either photographically or by line technique. Most of the sheets were in one color, although a number of them, especially those featuring the varicolored retail advertising helps, were done in as many as four colors. The offset process of lithographing was used.

Rope-style leatherette handles on the covers assured easy carrying when the portfolios were folded. Extra flaps inside protected the contents from dust especially in the territories covered by salesmen making long motor-car trips between towns.

The first nine pages of the Coleman salesmen's Four-Point portfolios consisted of a personal message to the dealer from W. C. Coleman, president of the Coleman Company. The pressure-gas market opportunity for manufacturer and dealer was emphasized on these introductory pages by calling attention to the fact that every year more than 1,200,000 new families are started. This personal message closed with the president's offer of the new Coleman Four-Point Stove Selling Plan.

Then followed the presentation of the complete plan. Each point was developed from the dealer opportunity angle with the least possible number of sheets required for quick, easy reading.

The attractive feature of Point 1, to the dealer at least, was the fact that he could offer his customers liberal allowances on their old stoves and still maintain his regular

This chart talk portfolio can be read in fifteen minutes—yet it gives the complete story of the Coleman Four-Point plan.

margin of profit on all stoves purchased for his trade-in campaign.

Point 2, the easy payment plan, was calculated to be especially interesting to any dealers who might be having difficulty in meeting instalment house competition.

"How to Make a Profit from Service" was the big idea emphasized in connection with Point 3—the new generator offer. Here the sales and service records of leading Coleman Stove dealers were shown with their photographs and letters of experience. The fact that certain dealers in various parts of the country had sold in former seasons as many as 1,000 Coleman stoves each in their local territories, and were making money out of service, was the best kind of evidence that the market for the stove is still a big one.

The presentation of Point 4—the dealer's retail selling program—covered the complete activity suggested for the dealer's use. The sheets comprising this portion of the chart talk showed actual samples of the retail advertising helps considered essential to the most effective execution of the dealer's trade-in campaign. The items were as follows:

(1) *Telephone talk pamphlet*—with effective solicitation completely worked out, word for word.

(2) *Demonstration pamphlet*—outlining methods already used successfully by leading Coleman dealers in staging both store and home demonstrations.



(3) *Window signs and display cards*—featuring the "New Stoves for Old" idea and the talking points on Coleman stoves. Along with these displays were shown photographs of actual windows indicating the best methods of arranging the merchandise and the display materials.

(4) *Fifty-fifty newspaper campaigns cut book*—for dealers' use in advertising this trade-in offer. This cut book announced a new policy in regard to Coleman participation in dealer newspaper advertising. For his trade-in campaign, at least, the dealer would be required to publish at least five "New Stoves for Old" advertisements in order to earn the credit allowed by the company for half the cost of the space used in his total campaign. The dealer had the option of publishing any five of the trade-in advertisements shown in the cut book or any five other ads of his own preparation. This policy is already working out more satisfactorily than formerly when credits were allowed on as few as one or two insertions of the dealer's retail stove advertisements.

(5) *Trade-in literature*—consisting of the "New Stoves for Old" circular for consumer distribution, and supplemented by the regular counter literature describing the different models of Coleman stoves. A handy six-pocket, metal literature rack for displaying this literature was offered to each dealer qualifying for the Four-Point plan.

(6) *A five-week post card campaign*—printed in three colors on regular government post card stock and featuring the dealer's trade-in sale. Each card presented the "New Stoves for Old" proposition, called attention to the liberal allowance "for your old stove," and invited the customer to come to the dealer's store for demonstration and prices. All cards were imprinted with the dealer's firm name and then addressed to the prospects on the dealer's mailing list.

The dealers were required to participate in the cost of this post card campaign on a fifty-fifty basis. Two hundred name mailing lists were required. The five mailings, consisting of 1,000 cards furnished complete, imprinted, addressed, stamped and then shipped to the dealer all ready to put through the latter's local post office, were prepared at a cost of \$30, which expense was divided equally between the dealer and the company. This made each card cost the dealer one and a half cents, very little more than the actual cost of the postage, except where the dealer ordered less than 600 cards, the price to him then advancing to two cents a card.

More than 300,000 of these cards have already been used by dealers. At the rate mailing lists are still being received more than half a million of these cards will be purchased and used before mid-season by dealers.

When the Coleman field sales force assembled for a preview of the new Four-Point Plan portfolio, they were skeptical and critical—even resentful.

That is, they were *before they saw it*, and heard it. But all the intended derision of "just another canned sales talk" was forgotten before the first half-dozen sheets of the Four-Point chart talk had been shown. Indeed it was most gratifying to
(Continued on page 78)



There's Still a Whale of a Lot of Business on the Farm

REGARDLESS of years of discussion as to the farmer's financial plight, there are some encouraging indications from the agricultural field for manufacturers who will go after the business with due regard for certain factors. There is no denying that the farmer is underpaid and that his purchasing power is not what it should be; but there is nothing to justify the failure of a great many manufacturers to cultivate the farm field.

American farming is still an eight billion dollar industry. It is not going to fail. Regardless of farm prices and widespread temporary depletion of profits, this enormous and indispensable industry is going to carry on. It is changing and developing—progressing in many ways—and eventually it will offer a great many manufacturers who are now neglecting it a highly profitable outlet.

It is well known that the important farm expenditures are for machinery and implements of all kinds, feed, and the costs of operating farm machinery, including trucks, tractors and automobiles; also for fertilizers, building repairs and ginning costs. In 1929 it is estimated that these major expenditures amounted to \$3,120,000,000, about the same as in the preceding year, and higher than the totals for 1924 and 1927. In 1924, the year that brought serious deflation of all farm values, these expenditures were estimated to be \$2,713,000,000, and it is thought that they will not be

BY
JAMES TRUE

very much lower this year. At least it is safe to say that the total will be more than \$2,000,000,000 this year, and that there will be many millions of dollars spent by farmers for other manufactured articles.

Throughout the farm field there are many indications that farmers with credit or cash are postponing purchases. As with innumerable urban buyers, they are waiting for more favorable prices, and they are putting off purchasing because they hope prices will be lower. The average farmer's viewpoint is clearly indicated in the last issue of "The Agricultural Situation," published by the Department of Agriculture, as follows:

"The failure of prices of the things they buy to decline in relation to prices of farm products is a discouraging factor for farmers. Farmers sell at less than pre-war prices, but still pay about one-third more than the pre-war level for what they buy. Farm prices are at 86 compared with pre-war, while the prices of things farmers buy are 131 compared with pre-war."

Obviously, price is an important factor; but if a manufacturer can prove that the prices of his goods have declined at a better ratio than the average, according to the farmer's viewpoint, he has an opportunity of selling more goods in the farm field.

In a few interested industries prices have declined to a point that makes a more favorable comparison; but few of the manufacturers involved have realized their selling opportunities by advertising the facts to the farmers.

Encouragement is found in the decline of farm land values to the point where intelligent farmers can make at least a living on the farm. This decline is undoubtedly largely responsible for the change in the tide of population shift from the farms to the cities. Now there is a decided drift the other way, for the first time in a number of years, and recently Dr. L. C. Gray, in charge of the division of land economics, of the Department of Agriculture, emphasized the importance of cheap lands.

"It is not improbable," he said, "that we have reached a level of farm land values in areas of good land adapted to modern technical methods which will not be subject to serious further recession. Some recovery in prices of farm products during the coming year might make it possible for farmers of average ability to make a fair return at current real estate values, and a recovery of confidence that would lead to a revival of mortgage lending on farm property would greatly relieve the pressure on the farm lands market."

Another encouraging tendency is the reduction of farm taxes. In 1930 a slight average decline was noted, as compared with 1929, and it is logical to anticipate a further decline this

year. For seventeen years the farmer has been discouraged by a constant increase in his tax expense. The index figure is placed at 249 for the year 1930, compared with 250 in 1929, the year 1913 being used as a base of one hundred.

Reduction in the farm wage scale is still another factor that contributes to lower farming costs. And while the factors of encouragement are still outweighed by the depressing handicap of low prices, there are many indications that profits can be made in the farm field by manufacturers who have the goods and the courage to merchandise them properly.

The other day an official of the agricultural department who has come in contact with several thousand farmers and a large number of manufacturers during the last two years remarked that the vitality of the farm market is always evident when it is possible for manufacturers to meet existing conditions.

"One great trouble is the attitude of all but a few manufacturers," he continued, "whose production is marketable in the farm field. In planning their goods and their merchandising they have in mind the pre-war farmer. And the pre-war farmer did not like to change. He farmed the way he had always farmed, bought the same old machinery and equipment again and again, and resisted improved methods. He had his good points; but a desire for progress was not one of them.

"Since the World War the farmer

has changed with conditions. Tens of thousands of young men and women on the farms have been graduated from the agricultural colleges, or have been trained to the value of modern ideas by the 4-H clubs and the instruction of the Cooperative Extension Work. And these young men and women have wrought an amazing change in farm conditions.

"These young farmers have materially improved the thinking of the entire farm population. Today the average American farmer is faced with the necessity of reducing his production costs. To survive, he knows that he must raise products that are lower in production cost and better in quality, and he is searching the markets to find implements and materials that will aid him.

"The majority of farmers are through with old methods. They are looking for new ideas, new ways of doing things. They look upon anything that will reduce their production costs as a necessary investment, and they find the money to pay for it. They are intelligent, progressive, and there isn't a doubt in the world that they will pull out of the depression and re-establish the farming industry of the country on the firmest foundation it has ever known.

"Therefore, if I were a manufacturer whose goods found a market in the farm field, I would discard all of my antiquated goods and methods of selling to the farmer. I would employ the best available inventors and designers, and I would redesign and

modernize every number in my line. I would offer something new and better at the lowest possible profitable price.

"If I were such a manufacturer I would carefully study the farmer's thinking processes and his needs. Then, when I knew that my goods adequately supplied an immediate or a potential demand, I would advertise them from the farmer's viewpoint and tell the farmer how he could use them to advantage.

"Many a manufacturer, apparently, has stopped his advertising and aggressive merchandising in the farm field because he thinks conditions are responsible for his declining sales. However, in most cases of the kind, I am convinced, it is the obsolescence of the goods, rather than conditions, that is responsible for the loss of business.

"Like obsolete farming methods, archaic merchandising is doomed in the farm field. The manufacturers who are now doing a profitable business, and those who will succeed in the future, are manufacturers who realize the changes that have taken place and conform both their products and their selling methods accordingly. And this statement is based on fact, not conjecture, for the manufacturers who are progressing in the farm markets today are the comparatively few who have brought their lines and their methods up to date."

"The manufacturers who are now doing a profitable business in the farm field are those who realize the changes that have taken place in the field, and are conforming both their products and selling methods accordingly."



Dealers Create Design for Latest Eagle-Picher Window Display

A PRELIMINARY survey conducted among paint dealers to discover what, from the dealer's point of view, would constitute a good window display enabled the Eagle-Picher Lead Company to design what they consider one of their most effective merchandising aids.

The company felt that by contacting a group of representative paint merchants, they would not only gain some good ideas for the display itself, but, by building a display as closely as possible in accordance with the dealer's specifications and desires, they would be assured of appreciative treatment of the finished layout.

Accordingly, calls were made on sixty-five typical paint distributors, located so as to represent semi-rural, suburban and urban trading areas. These included dealers in Aurora, LaSalle and other small Illinois towns, as well as those in Chicago and Milwaukee. They represented accounts not carrying Eagle white lead as well as those carrying it. Calls were made

Photos courtesy Zippordt, Inc.

The finished display won special favor with dealers because of sections which could be used either on the counter or in the window.

by representatives of a lithographing house, and the name of the manufacturer was not (in the initial calls) at any time disclosed. It was felt that this policy would result in the obtaining of thoroughly unbiased information.

The dealers interviewed answered a variety of questions pertaining to the life of a white lead display, the frequency of its use, the dealer's willingness to devote an entire window



to the display, what appeals should be stressed, how these appeals might be visualized and how a white lead trim could be devised so as to offer the dealer unusually strong cooperation.

Out of the information thus obtained the company gathered much valuable data. They learned, for example, that white lead is to a paint store what sugar is to a grocer. Painters know just what it is and regard it as a standard product in the paint field. Consequently, the dealer does not always devote to white lead the intensive merchandising effort which he extends to some other items, particularly specialties. Yet, in spite of this, white lead receives an exceptionally fine break so far as frequent use of display material is concerned. The majority of dealers keep a trim about one year, and use it as a nucleus for a display of general paint materials three times during that period.

This convinced the company that their display should be designed not only to sell white lead, but to enable the dealer to give prominence, at the same time, to a group of highly profitable specialties. It also suggested designing the display so that, when not doing duty in the window, certain parts of it could be used as counter cards.

Gathering together the best ideas from all sources, the next step was the preparation of three miniature plans for the proposed display. Each involved a different centerpiece and set of side cards, and some part of every

(Continued on page 77)



Pre-testing showed that dealers favored the type of display which allowed them to feature various profitable specialties along with a staple like white lead.

Tracks Clear for Steady Gain, Revival Curves Indicate

In the June 20 issue of this magazine it was shown that by the end of 1930 industrial activity had declined about 38 per cent below the June, 1929, peak of activity; that this decline in extent had followed roughly the course of the recession of 1920-21; and that, just as in 1921, recovery set in after eighteen months of recession and depression, so some recovery took place during the first five months of 1931 following eighteen months of recession. These facts naturally suggest that the lowest point of this depression may have occurred at the end of 1930, and raise the question as to the characteristics of recovery, should one develop during 1931 and 1932. In the light of past experience as well as current developments, what is likely to be the extent and duration of this prospective revival?

In this article we are concerned chiefly with drawing attention to certain characteristics of revivals from American major business depressions. Consequently very little will be said concerning the economic factors which brought those revivals about.

Two historic comparisons are presented here to clarify present notions about business revivals. One of these shows the courses of previous revivals from the lowest levels reached in five major depressions. The other comparison presents the entire sweep of business activity from the beginning of the World War in 1914 to date, contrasted with two other long periods, one of which includes the Civil War ending with the boom of 1873 and a subsequent depression, and the other beginning in the sharp recovery in 1879 and ending with the boom of 1893 and also a subsequent depression. From the first comparison, dealing with the five revivals as a background, it appears that the first five months this year have shown recovery approximately equal to an average or "normal" recovery during the first five months after low points of major depressions. The second shows

BY LOUIS H. BEAN*

Senior Agricultural Economist, Bureau of Agricultural Economics,
Washington, D. C.

TRENDS IN INDUSTRIAL ACTIVITY IN THE UNITED STATES FOLLOWING
THE DEPRESSIONS OF 1885, 1893, 1908, 1914, 1921, AND 1930

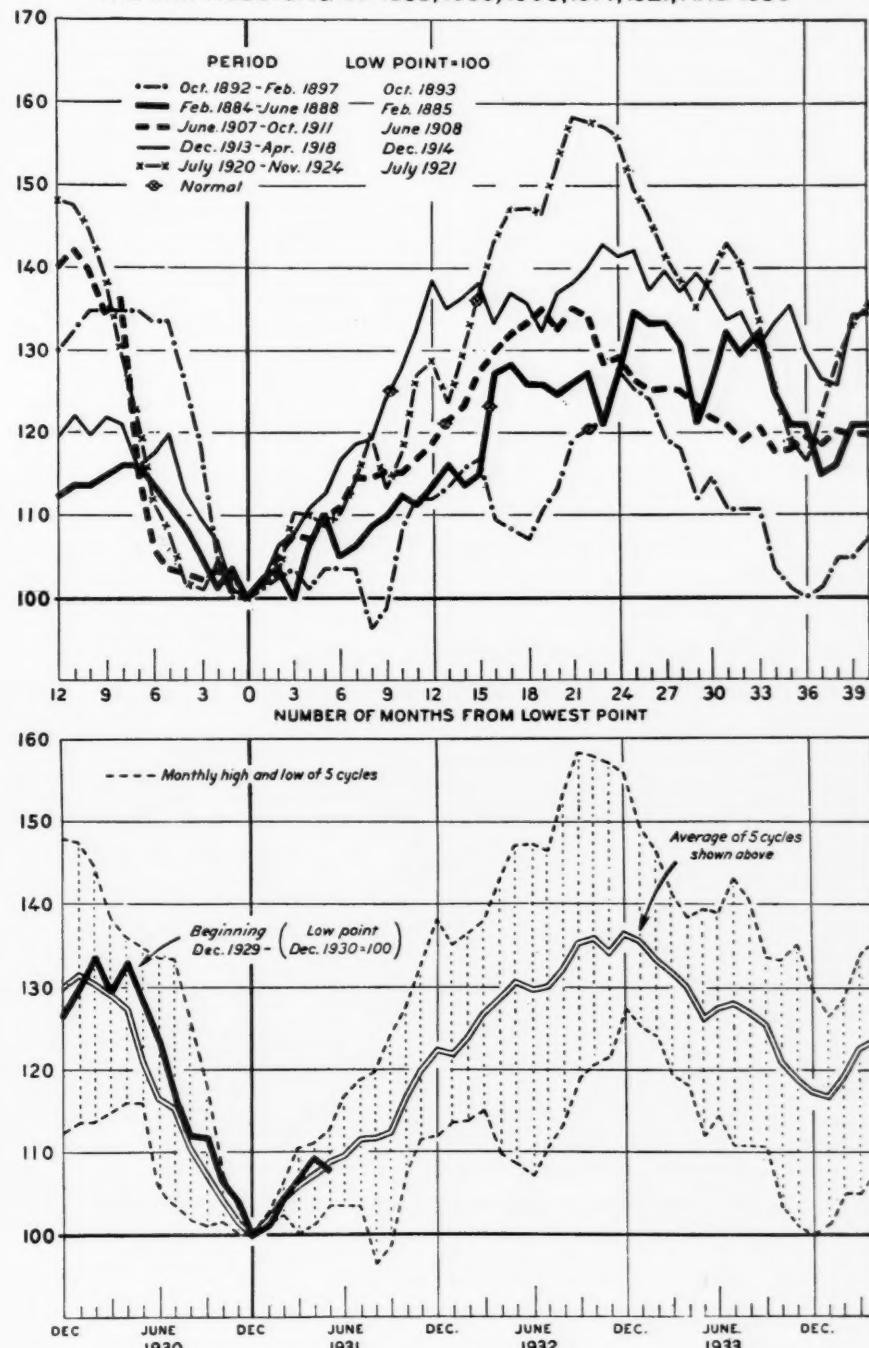


Chart I: Dealing with the facts about recoveries from previous depressions as a background, it appears that the first five months of this year showed an average or "normal" recovery. See text for full explanation.

* This is the second of two articles by Mr. Bean. The first appeared in SALES MANAGEMENT for June 20 ("More Evidence that Business Has Turned the Corner").

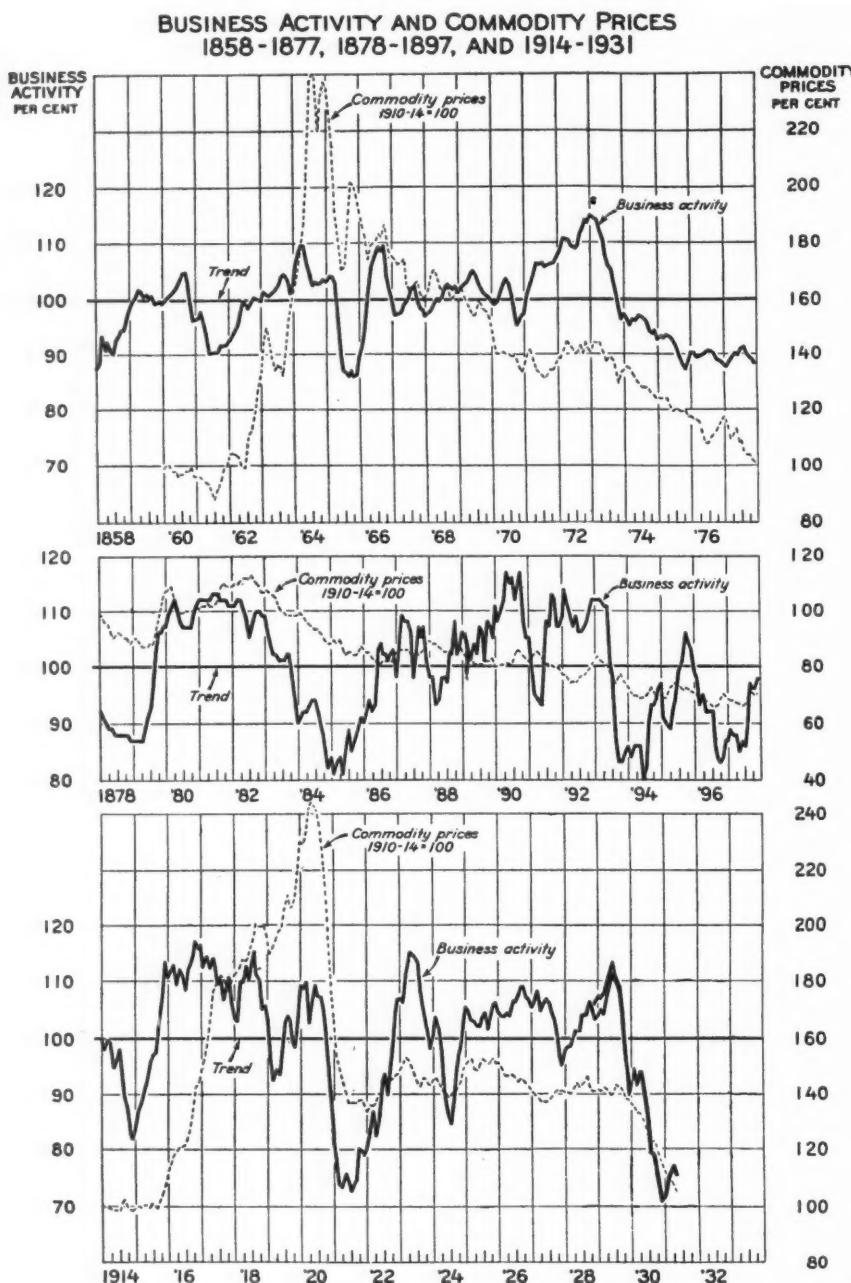


Chart II. A study of the relation of prices to the course of previous business cycles is helpful in forming judgments as to the probable course of our business in the immediate future. See text for full explanation.

that throughout the past sixteen years the cyclical fluctuations in business activity have reproduced more closely the different business situations from 1878 to 1894 than those of the Civil War period, and a continuation of that similarity would mean revival in business for the balance of 1931 and for 1932, probably of moderate proportions.

Just as a comparison with trends in industrial activity from earlier business peaks was useful in studying the recent course of business activity from the peak of 1929 to the bottom so far at the end of 1930, so it will be helpful to compare the events of 1931 to date with the trends in industrial activity from the lowest levels of the

earlier major depressions. In Chart I the lowest levels reached in each of the five major depressions since 1880 are considered as 100 per cent, and the indexes for forty months following these low points as well as for twelve months preceding them are expressed as percentages of those selected points.

Several significant facts may be observed:

1. Throughout the forty-month period the indexes of industrial activity remained above the selected low points (except for two months, July and August, 1894).
2. The five revivals differ in the rate and extent of recovery.
3. Each of them advanced for about

twenty-four months and then declined during the following twelve months.

Within a year after the lowest levels were reached two of the five revivals showed considerable improvement, the 1921-22 recovery amounting to nearly 30 per cent and the 1915 recovery to nearly 40 per cent; but the two revivals of 1885 and 1894 amounted to only about 12 to 13 per cent by the end of a year. The 1915 recovery was dominated by European war-time demand for American industrial products while the revival following 1921 was marked by such factors as a great expansion in automobile production, a revival in building activity and improvement in foreign demand for both our industrial and farm products supported by loans from the United States. The recoveries of 1885 and 1894, as indicated below, were apparently retarded by the downward trend in the general level of commodity prices which prevailed through those years. The present situation, lacking the highly favorable elements of 1915 and 1921-22, is at present much more like that of 1885 and 1894, after which only moderate recoveries took place.

So far in 1931, the recovery in industrial activity has been approximately a "normal" one, as shown in the lower part of Chart I. Here the course of industrial activity from December, 1929, to May, 1931, is shown together with an average of these five cycles with the monthly high and low of the indexes included in the average. It now appears that the rate of recovery from January to April will not be sustained through the summer months. The average is, of course, not to be taken as a forecast for the next three years, but merely as a measure of a "normal" or average recovery, a sort of standard by which to gauge the current trend. Although the 1929-30 recession lasted as long as or longer than other sharp declines, a "normal" recovery seems unlikely. The present depression is probably more world-wide than were the earlier major international depressions, in the sense that more countries and a greater degree of international interdependence may be involved at present.

The factors in the present business situation (such as the widely and greatly reduced purchasing power of agricultural and industrial populations everywhere, low levels of commodity prices, no evidence in major industries of unusual demand and no major stimulus from new industries) suggest a gradual recovery of moderate proportions similar to that of 1894, but a repetition of the ir-

(Continued on page 78)

C orrection!

YOU have recently been told in American Weekly advertisements that 89.8% of the money in savings banks is concentrated in twenty-four states and the District of Columbia.

You have recently been told that The American Weekly pours 86.7% of its circulation into the area of concentrated wealth.

Correction:

Instead of 89.8% of the savings, latest statistics show it is 91%—91% or almost 26 BILLION dollars.

Instead of 86.7% of The American Weekly circulation, this richest territory now receives 89.5%—89.5% of the mightiest circulation on earth, reaching five and one-half million families.

This makes the biggest bargain on the publication counter loom even bigger.

It verifies again the judgment of leading national advertisers, who during the first six months of 1931 bought and used more advertising in this magazine than during any previous six months in its history.

The reason is easy to see, in these days of advertising thrift.

With its great page, more than twice the size of any other magazine, with its blanket coverage of the richest buying areas of the nation, with an editorial content that makes every page eagerly read, The American Weekly

offers an unmatched selling power to the advertiser at an economy he cannot find elsewhere.

Do you want to sell your goods in the richest markets where people today have the money to buy? The latest statistics show that in these markets there are:

20,102,446 or 68% of the total families in the United States

47,337,209 or 90% of the total savings bank depositors

16,879,684 or 83% of the total homes electrically wired

11,188,000 or 83% of the total radios

3,443,350 or 85% of the total income tax returns

16,962,316 or 73% of the total passenger cars

2,040,800 or 75% of the total NEW passenger cars

11,394,929,000 gals. or 72% of the total gasoline consumption

5,742 or 64% of the total department stores

37,483 or 65% of the total drug stores

162,932 or 71% of the total grocery stores

You can reach and cover nearly one home out of every five in the United States, with a color page in The American Weekly, at a cost of less than $\frac{1}{3}$ cent per family.

Where can you invest your advertising dollar more effectively?

THE AMERICAN WEEKLY

Greatest Circulation in the World

Main Office: 959 Eighth Avenue, New York City

*Branch Offices: PALMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . 753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO
II-250 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA . . . INTERNATIONAL OFFICE BLDG., ST. LOUIS*

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., July 8.—Comment on the business upturn grows more encouraging, and the consensus is more optimistic than it has been this year. Those government observers who have been cautious heretofore now express the conviction that improvement is both apparent and promising. Within the past week or so practically all domestic offices of the Department of Commerce have reported an improvement which, in some sections of the country and in several industries, is about normal.

In foreign countries the registrations of automobiles and radio receivers show a decline which indicates eventual large replacement markets. In this country, and for a number of important lines, a similar indication promises a more rapid recovery than has been anticipated.

Cooperative Chains will be reported on next Monday by the Federal Trade Commission. The report will be delivered to the Senate and made public; but printed copies will not be available for several months, possibly not until the next Congress convenes. In its present shape the report consists of about 300 typewritten pages. It is said that the commission has published this report first, and much earlier than intended, because of the belief that the cooperative principle will be the salvation of the independent retailer and for the reason that there has been comparatively little available data on the subject. Reports on centrally owned chains will follow.

Frederick M. Feiker has been on his new job as director of the Bureau of Foreign and Domestic Commerce for one week today. This morning he told the writer that he has not formulated a set program, but is taking an inventory of what has been accomplished with the motive of coordinating the efforts of his organizations with those of various commercial groups and associations. As yet, he said, there is no master-picture of the results of between 400 and 500 specific projects now being carried on that deal with the immediate problems of production and distribution. For instance, he added, there are several projects that deal in some way with employment that should be correlated in a manner to aid in solving employment problems.

Louisville Survey Results were commented on by Mr. Feiker, particularly the fact that retail grocery failures have been reduced 85 per cent in Louisville as examples of what may be accomplished in all industries. He believes that the St. Louis Drug Survey will set up standards of management that will materially aid in eliminating many millions of waste in distribution.

There Can Be No Single Economic Plan for the country, Mr. Feiker declared, since plans of the kind, to be practicable and sound, must grow from the bottom and from within their industries. He said his impression is that the best elements of a great many plans must be applied, and that proof must be furnished the business men

of the country as to the best procedure to follow. He mentioned President Hoover's ability to "put handles on ideas" and added that his ambition is to turn out the material resulting from investigations and surveys in a way that the average business man can put the new ideas to work profitably.

Trade Association Activities will be stimulated by Mr. Feiker, as it was obvious from his discussion that he contemplates the fullest cooperation with them. He will be one of the speakers at the meeting of trade association executives at Northwestern University the second week in August, and said that the program will be largely devoted to discussions on how to use available material and what to do to advance economic planning.

W. E. Humphrey's Reappointment by the President to the Federal Trade Commission is expected to be accepted as satisfactory before its confirmation by the Senate. At this time he is opposed by a number of trade associations because of a misunderstanding regarding his part in the reorganization of trade practice conferences. In fact, Mr. Humphrey has done much to promote the conference plan. He also originated and has led the commission's fight on obviously false and misleading advertising, probably the most effective project of the commission's history. Our prediction is that his reappointment will be confirmed with little or no serious opposition.

Improvement of Parcel Post Service is resulting from a campaign by the new Division of Parcel Post of the Postal Department. Thousands of large mailers in sixty-one cities have been questioned as to ways to improve the service, and the division is now developing plans to advertise on wagons and through several other mediums, including telephone books and city directories. Local parcel post guides containing information regarding all phases of the service are to be issued for each of the sixty-one cities, and have already been published for Washington, Kansas City, Omaha, Dallas and Boston.

Plans to Eliminate Unprofitable Accounts are being adopted by many manufacturers and distributors with profitable and economical results. Among a number of others the National Wholesale Grocers' Association recently reported to the Department of Commerce that a northwestern wholesaler, by reducing the number of his accounts from 650 to 170, decreased general sales expense 2 per cent and increased net sales at a more profitable margin than before. The association also reported that a majority of wholesalers interviewed said they were concentrating selling effort on profitable accounts, cooperating with voluntary chain groups and instructing salesmen to keep monthly checks on individual store purchases, so that intelligent customer selection could be possible.



*Wide World
Reappointed*

"How do you do it for the money?"

AN account executive who handles one of the largest advertising accounts in the country recently inspected a showing of Criterion panels with one of our service men and the district manager of the advertiser. He had followed the installation from his agency headquarters, but became more and more amazed as he saw the care and precision with which the showing was installed.

For every showing of Criterion Three-Sheet Poster Panels is built to order. First the advertiser tells us which neighborhoods he wants to influence. This enables the advertiser to tie up perfectly with his distribution, his sampling, his salesmen's calls, etc.

Next our service men draw up an exhaustive list of locations within the area that is to be serviced. Next the advertiser (or his representative) inspects these locations, and indicates which he wants and which he does not want. Then the space is leased and the dealers are contacted, so that the advertising is properly

merchandised to the dealer. Only after this has been done are the panels erected.

Finally the advertiser inspects the complete showing. It was while doing this that the account executive mentioned above said to us "How do you do it for the money?"

For he saw that every Criterion panel does a specific job in a specific neighborhood, and that it influences a specific dealer or group of dealers and a specific group of consumers.

Eight feet high and four feet wide, in full color, located on or near the dealer's store, a Criterion poster gives you the *last word* before the sale is made—the last word that frequently makes the sale.

Yet this carefully planned job costs only \$3.00 per panel per month—10¢ a day for the biggest and most measurable package of advertising you can buy!

No guess work, no ballyhoo, no hifalutin' statistics. Every Criterion poster does the one thing you ask of your advertising—it makes sales!

Your sales, Mr. Advertiser, if you'll let us tell you how.



CRITERION SERVICE

Nation-wide Three-Sheet Posting in Home Shopping Neighborhoods

420 Lexington Avenue
NEW YORK

CHICAGO

PHILADELPHIA

ST. LOUIS

CLEVELAND

BOSTON

SAN FRANCISCO

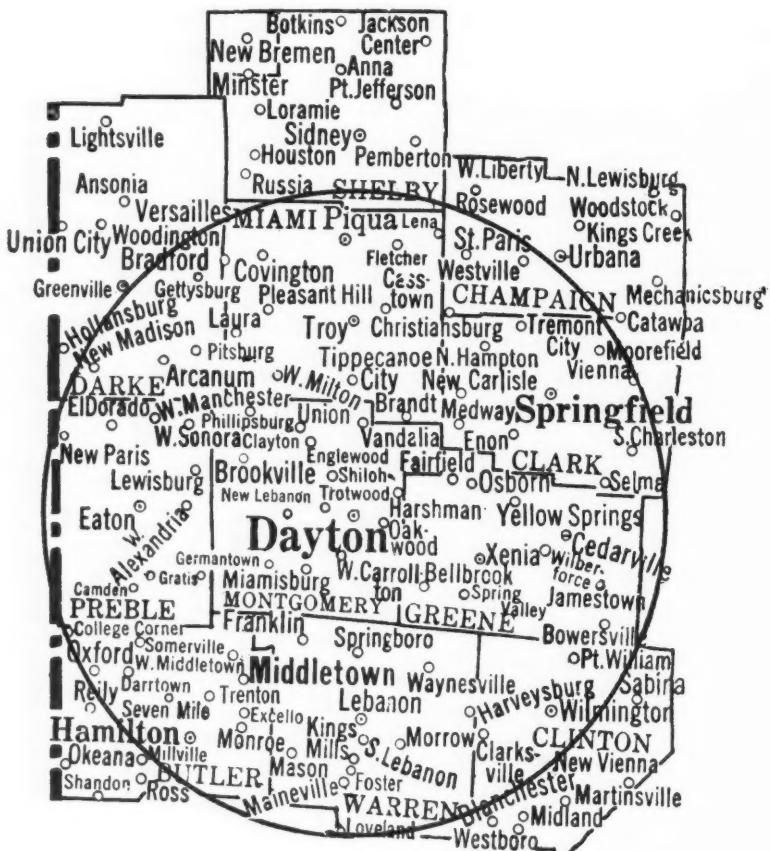
TORONTO

Population Studies of Principal Markets and Their Tributary Areas

The outline of tributary areas, as shown by map and text, is advanced only as a rough approximation (keeping to county lines) of the trading area of each major market. Audit Bureau of Circulations statements were consulted for the definition of "carrier limits," "trading radius" and "eight largest cities within trading radius." See notes for sources of additional material on each market.

Number Thirty-eight: Dayton

(A.B.C. Trading Radius: 34 Miles—The circle indicates distance only; not exact boundaries of trading area)



These analyses are original compilations by the SALES MANAGEMENT staff, and are the only analyses of their kind available. Have you checked your own marketing program against them?

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THE city of Dayton almost doubled the national rate of growth in population between 1920 and 1930. Montgomery County (which includes Dayton) almost kept pace with the city, showing a gain of 30.5 per cent. Butler County, which includes the city of Hamilton, also matched this figure—even bettered it a little. Its growth amounted to 31.1 per cent, exactly the same as the rate for Dayton itself.

Market information about the Dayton area may be obtained from: Dayton: *Herald & Journal, News, Chamber of Commerce*; Hamilton: *Journal, News*; Springfield: *News, Sun*.

Figures presented on total and per capita spendable money income as tabulated are taken from an original statistical study made by SALES MANAGEMENT and presented, complete, in the annual reference number of this magazine issued September 27, 1930. For a full explanation of the method through which those figures were evolved see pages 9, 10 and 11 of that issue. The figures on per capita spendable income as tabulated in this series of studies do not agree in all cases with the figures printed in the reference issue, since they have been corrected to correspond with the final 1930 population figures. At the time the reference issue was printed only approximate figures were available.

Previous studies in this series covered New York City (January 31, 1931); Chicago (February 7); Philadelphia (February 14); Detroit (February 21); Los Angeles (February 28); Cleveland (March 7); St. Louis and Baltimore (March 14); Boston (March 21); Pittsburgh and San Francisco (March 28); Milwaukee and Buffalo (April 4); Washington and Minneapolis-St. Paul (April 18); New Orleans and Cincinnati (April 25); Newark and Kansas City (May 2); Seattle and Indianapolis (May 9); Rochester and Louisville (May 16); Portland and Houston (May 23); Toledo and Columbus (May 30); Denver and Atlanta (June 6); Dallas and Birmingham (June 13); Akron and Memphis (June 20); Providence and San Antonio (June 27); Omaha and Syracuse (July 4).

An Analysis of 1930 Population Figures for Dayton and Surrounding Territory Compared with 1920

The tabulations and analysis presented in this series are original with SALES MANAGEMENT and are copyrighted. Reproduction, except by permission, is forbidden.

Cities	Miles from Dayton	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Dayton	152,559	200,982	31.1	Montgomery	209,532	273,481	30.5	\$224,901	\$822
** Miamisburg	10.0	4,383	5,518	25.9	"					
** Lebanon	3,396	3,222	-5.1	Warren	25,716	27,348	6.3	14,153	518
** Franklin	17.1	3,071	4,491	46.2	Miami	48,428	51,301	5.9	31,872	621
** Troy	22.0	7,260	8,675	19.5	"					
** Piqua	31.0	15,044	16,009	6.4	Miami	48,428	51,301	5.9	31,872	621
** Greenville	35.1	7,104	7,056	-1.0	Darke	42,911	38,009	-11.4	21,425	564
** Eaton	3,210	3,347	4.3	Preble	23,238	22,455	-3.4	12,861	573
** Xenia	19.2	9,110	10,507	15.3	Greene	31,221	33,259	6.5	20,980	631
*** Middletown	22.4	23,594	29,992	27.1	Butler	87,025	114,084	31.1	84,277	739
*** Tippacanoe	15.5	2,426	2,559	5.5	Miami	48,428	51,301	5.9	31,872	621
*** Oakwood	1,473	6,494	40.9	Montgomery	209,532	273,481	30.5	224,901	822
*** Wilmington	5,037	5,332	5.9	Clinton	23,036	21,547	-6.5	13,131	610
*** Springfield†	27.1	60,840	68,743	13.0	Clark	80,728	90,936	12.6	66,796	735
*** Urbana	35.0	7,628	7,742	1.5	Champaign	25,071	24,103	-3.9	12,031	500
***					Shelby	25,923	24,924	-3.9	12,481	501
TOTAL FOR AREA						596,906	696,523	16.7	\$514,908	\$739

** Eight largest cities within trading area (A. B. C.).

*** Other cities and/or counties over 2,500 within the trading area (A. B. C.).

"Miles from Dayton" figures are from the Official Guide of the Railways.

† Independent trading territory.

Number Thirty-nine: Worcester

(A.B.C. Trading Radius: 18 Miles—The circle indicates distance only; not exact boundaries of trading area)

ONLY two counties enter into the analysis of the Worcester, Massachusetts, area. Worcester County gained 7.9 per cent during the past decade, and Middlesex, 20.1 per cent, thus giving the two an average about commensurate with the rate of national growth. This area is one which enjoys a per capita spendable money income of more than \$1,100, and is therefore of special interest in the group of metropolitan areas which fall under the 200,000 mark in population.

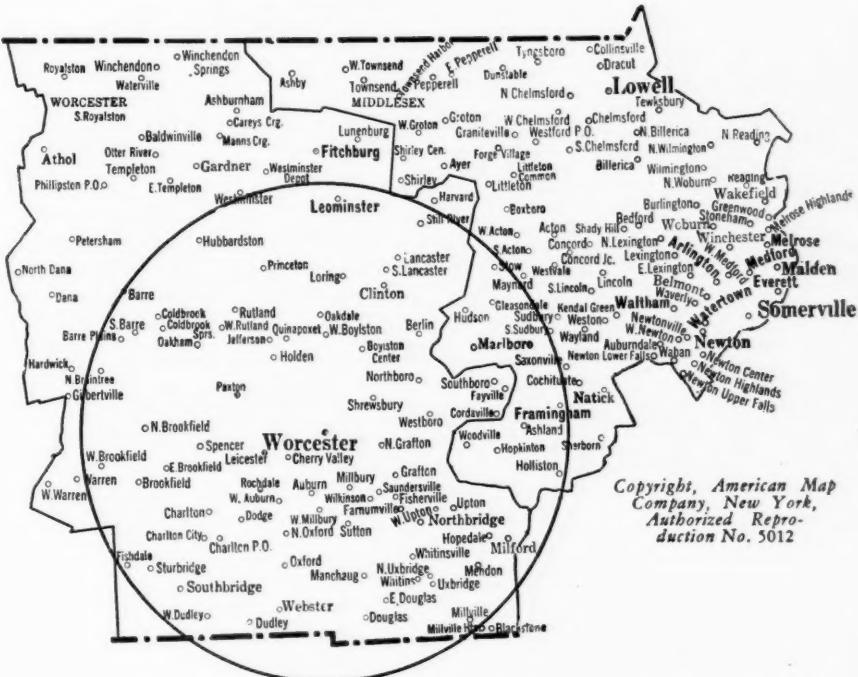
Market information about the Worcester area may be obtained from the Worcester Post and Telegram & Gazette.

The tabular analysis for Worcester appears on the following page.

Boston Retail Conference Draws Noted Speakers

BOSTON—The Boston conference on retail distribution under the auspices of the Retail Trade Board of the Boston Chamber of Commerce, in co-operation with leading universities and trade associations, will take place at the University Club here, September 14-16.

Among the speakers will be D. F.



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Kelly, president of The Fair, Chicago; Albert H. Morrill, president, Kroger Grocery & Baking Company; Kenneth Collins, executive vice-president, R. H. Macy & Company; J. C. Penney, J. C. Penney Company; Paul T. Cherington, marketing consultant; Charles Coolidge Parlin, Curtis Publishing

Company; John David, president, John David, Inc.; Benjamin H. Namm, president, The Namm Store; Louis Wiley, business manager, New York Times; Lewis H. Waters, vice-president, General Foods Corporation; Paul H. Nystrom, Columbia University, Arthur Brisbane and others.

An Analysis of 1930 Population Figures for Worcester and Surrounding Territory Compared with 1920

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Cities	Miles from Worcester	Population 1920	Population 1930	Per Cent Gain or Loss	Counties	Population 1920	Population 1930	Per Cent Gain or Loss	All Spendable Money Income, 1929 (000 omitted)	Per Capita Spendable Income
Worcester	179,754	195,311	8.7	Worcester	455,135	491,242	7.9	\$559,408	\$1,139
** Webster	16.0	13,258	12,992	-2.0	"	"	"	"	See above.	
** Clinton	7.0	12,979	12,817	-1.3	"	"	"	"	"	
** Milford	19.0	13,471	14,741	9.4	"	"	"	"	"	
** Southbridge	27.0	14,245	14,264	0.1	"	"	"	"	"	
** Spencer	20.0	5,930	6,272	5.8	"	"	"	"	"	
** Whitinsville		5,877	6,090	3.6	"	"	"	"	"	
** Marlboro	16.0	15,028	15,587	3.7	Middlesex	778,352	934,924	20.1	1,019,065	1,090
** Hudson	20.0	7,607	8,469	11.3	"	"	"	"	See above.	
** Hopkinton		2,289	2,563	12.0	"	"	"	"	"	
** Athol		9,792	10,677	9.0	Worcester	"	"	"	"	
** Auburn	5.0	3,891	6,147	58.0	"	"	"	"	"	
** Dudley		3,701	4,265	15.2	"	"	"	"	"	
** Gardner		16,971	19,399	14.3	"	"	"	"	"	
** Grafton	8.0	6,887	7,030	2.1	"	"	"	"	"	
** Holden	8.0	2,970	3,871	30.3	"	"	"	"	"	
** Hopedale	17.0	2,777	2,973	7.1	"	"	"	"	"	
** Lancaster	19.2	2,461	2,897	17.7	"	"	"	"	"	
** Leicester	6.0	3,635	4,445	22.3	"	"	"	"	"	
** Leominster		19,744	21,810	10.5	"	"	"	"	"	
** Millbury	2.0	5,653	6,975	23.4	"	"	"	"	"	
** Northbridge	12.0	10,174	9,713	-4.5	"	"	"	"	"	
** No. Brookfield	24.0	2,610	3,013	15.4	"	"	"	"	"	
** Oxford	11.0	3,820	3,943	3.2	"	"	"	"	"	
** Shrewsbury	6.0	3,708	6,910	86.3	"	"	"	"	"	
** Barre	18.0	3,357	3,510	4.6	"	"	"	"	"	
** Uxbridge	22.0	5,384	6,285	16.7	"	"	"	"	"	
** Westborough	12.0	5,789	6,409	10.7	"	"	"	"	"	
TOTAL FOR AREA						1,233,487	1,426,166	15.6	\$1,578,473	\$1,107

** Eight largest cities within trading area (A. B. C.).

*** Other cities and/or counties over 2,500 within the trading area (A. B. C.).

"Miles from Worcester" figures are from the Official Guide of the Railways.



+ + + DEBITS TO INDIVIDUAL ACCOUNTS, as reported to the Federal Reserve Board by banks in 275 leading cities for the week ending July 1, gained 33 per cent over the total for the preceding week.

+ + + MANY LEADING CHAIN STORE SYSTEMS report June sales volume greater than June of last year. Among the gains were: F. W. Woolworth Company, 6.09 per cent; J. J. Newberry Company, 14.2 per cent; Bickford's, Inc., 32.3 per cent; Neisner Brothers, 8.1 per cent; National Bellas Hess, 4.8 per cent; G. C. Murphy Company, 21 per cent; W. T. Grant Company, 15.1 per cent; McCrory's, 0.9 per cent; S. S. Kresge, 4.3 per cent; Peoples Drug Stores, 6.1 per cent; Walgreen Company, 11.5 per cent; Schiff Company, 13.7 per cent; Lerner Stores, 9.0 per cent.

+ + + SECOND QUARTER SALES of Montgomery Ward & Company averaged \$19,442,000 a month as against \$16,489,000 a month for the first quarter.

+ + + PARKER RUST-PROOF COMPANY sales in the first six months were 40 per cent ahead of last year.

+ + + SOME PLANTS OF THE LIBBEY-OWENS-FORD GLASS COMPANY are

working on a twenty-four-hour basis to meet increased demand for their products.

+ + + THE IRVING FISHER ALL-COMMODITY INDEX gained 0.3 over the preceding week and is the third successive week to show a gain.

+ + + BANK CLEARINGS FOR JUNE in 125 of the largest cities gained 5.4 per cent over May.

+ + + ESTIMATED CARLOAD REQUIREMENTS of twenty-nine principal commodities for the third quarter are 52,955 cars greater than second quarter estimates, says the American Railway Association.

+ + + R. H. MACY & COMPANY in June completed 3,968,004 transactions which was 961,997 more than in June last year and they employed 12,216 people as against 11,031.

+ + + THE SECOND QUARTER WAS THE BIGGEST IN THE ENTIRE HISTORY OF the Kelvinator Corporation in point of earnings.

+ + + THE BUSINESS INDEX of the Financial Analysis Service (Irving Fisher) gained 2.7 per cent in June over the level for May.

+ + + GASOLINE IN STORAGE in all states dropped 2,170,000 barrels last week, the largest reduction in more than a year.

+ + + PROSPERITY IS NO LONGER "JUST AROUND THE CORNER" for the 17,000 shoe workers of the Endicott-Johnson Corporation and their families. Suf-

ficient orders are on hand to keep the eighteen great factories operating at 100 per cent of capacity until November.

+ + + JUNE SALES OF MARLBORO, the principal cigarette of Philip Morris & Company, showed an increase of more than 60 per cent over last year.

+ + + RAYBESTOS - MANHATTAN, INC. reports second quarter earnings 40 per cent greater than the first quarter.

+ + + CAR LOADINGS on the Missouri Pacific, Wabash, Katy, and Frisco roads—serving the southwest—were 288,508 cars in June as against 278,939 in May.

+ + + TEXTILE SALES of the Hunter Manufacturing & Commission Company for June were 156 per cent ahead of production, and the total for the first six months established an all-time high record, being 2 per cent ahead of the same period in 1927.

+ + + AUTOMOBILE BRIGHT SPOTS include the following: June production of Cadillac-LaSalle was 39 per cent above the same 1930 month, and Oakland-Pontiac was 35 per cent ahead; shipments of Auburn and Cord automobiles in June were 3,205 cars as against 950 last year. Six months' shipments were 100 per cent greater than for the entire year 1930; according to *Automotive Daily News*, sales of new cars in San Antonio, Philadelphia, Louisville and Cleveland made unusually favorable showings in June; Chevrolet production for June was 84,597 units against 78,472 units in June, 1930.



Chosen by The American Magazine as the typical family of all America

Meet the Browns of Indianapolis..

At 4144 Carrollton Avenue, Indianapolis, lives the Merrill J. Brown family, chosen by The American Magazine as America's typical family. The Browns own their home, a car, an electric sweeper, washer and ironer, an automatic refrigerator, a radio and telephone. *Like more than 4 out of every 5 Indianapolis families, they are, and have been for years, regular readers of The News.*

Finding the typical American family meant finding the typical American city. This surely would be Indianapolis, decided M. K. Wisehart, who made the choice. For, writes he, Indianapolis is . . . "at the 'four corners' of the continent." It has long been a center for railroads. Two famous highways, the West Dixie and the National Road, intersect at its heart. It is a transfer point for air passengers. It is the nearest large city to the national centers of population and industry. Its population is 96% native born.

Here is a market that meets every specification for profitable selling . . . economically covered by one newspaper, The News . . . habitual family buying guide . . . first in Indianapolis for 36 consecutive years.



Member of the 100,000 Group of American Cities

THE INDIANAPOLIS NEWS

Ist in Indianapolis for 36 consecutive years

New York: DAN A. CARROLL, 110 East 42nd St. DON U. BRIDGE, Advertising Director Chicago: J. E. LUTZ, Lake Michigan Bldg.

Profitless Sales Invite Disaster, Francis Tells Retail Grocers

MILWAUKEE, WIS.—Emphasizing profit as essential to the life of industry as food is to the life of our physical being, Clarence Francis, president of the Associated Grocery Manufacturers of America and vice-president in charge of sales of the General Foods Corporation, New York, told the thirty-fourth annual convention of the National Association of Retail Grocers here last week that "whenever you buy or sell anything below the efficient cost of production and distribution plus a reasonable profit you are only inviting disaster.

"It is time that sharp shooting and sharp practices were eliminated. So long as I have a voice and am invited to use it I intend to keep shouting and advocating the need of profits. Some time the idea of the absolute necessity of profits not only to the individual but to society in general may permeate our rather thick craniums and we will return to an era of common horse sense. Profit must return to the distributing industry not for its sake alone but for our economic and social progress."

In developing his profit theme, Mr. Francis stated:

"I wonder how great a burden of added selling expense would be placed upon the grocery trade if no grocery products had ever been advertised to the public. Suppose that every article in every grocery store had to be sold by the clerk with no advertising co-operation. Suppose that for ingredient products your clerks had to explain the uses and build up appetite desires for the fabricated foods. Suppose the merits of all the various available packages had to be developed so that the purchaser could make an intelligent choice on specifications presented by the salesman. Suppose that item by item down your shelves not one product would move until you put behind it an adequate, comprehensive sales canvass—often a demonstration—made by someone on your payroll. Clerks would make fewer sales per day and more clerk hire would be needed to accomplish the day's work. If it did take the time of one more clerk in every store, and if that clerk were paid even \$20.00 a week, the added sales expense in the retail grocery business would amount to over \$400,000,000 in a year. Four hundred million dollars would buy all the advertising put behind all food products and still leave a pretty penny of change.

"Advertising is just as essential an ingredient of our products, just as vital to their acceptance as the selected raw materials and manufacturing integrity we build into them.

"There is no question that the advertising selling force enables manufacturers to build up a large volume with resulting economies in the purchase of raw material, in the development of new machinery for manufacturing, in the saving of manufacturing distribution and executive overhead, in packaging and packing, in the actual utilization of by-products which are wasted in small quantity operation. This volume also permits constant laboratory and kitchen research to improve the products and widen their usefulness. It builds for us and for you permanent markets that survive periods of depression like the present; it builds markets that are immune to the whims and passing fancies of our consumers. Advertising creates an asset more valuable to our products than the plants that produce them."

W. T. Palmer to Head Two Rusco Departments

MIDDLETOWN, CONN.—T. M. Russell, president of the Russell Manufacturing Company here, maker of Rusco brake linings and more than 400 other fabric products, announced last week the promotion of W. T. Palmer from manager of the replacements department to manager of both the replacements and equipment departments.

Mr. Palmer originated the replacements department ten years ago and built its sales to about \$4,000,000, through more than 40,000 dealers.

Restaurant Chain Uses Branded Food Products as Premiums to Patrons

NEW YORK—The use of nationally advertised food products as premiums was inaugurated last week by the Alice Foote MacDougal Coffee Houses in New York.

Newspaper advertising announced that patrons of the MacDougal Coffee Houses would receive free a carton containing samples of Mueller's macaroni, Loose-Wiles martinis, Ralston's Rye Krisp, Bond bread, Durkee's salad dressing, Domino sugar, Worcester's Iodized salt, Steero bouillon cubes and Alice Foote MacDougal tea.

An offer of this premium, William J. Baxter, a director of Alice Foote MacDougal Coffee Houses, told SALES MANAGEMENT, resulted in a notable increase of patrons. Mr. Baxter further stated that the food show would continue for a month with the same manufacturers. The second month, which would complete this year's trial of the idea, would use a different group of manufacturers.

Manufacturers cooperating with Alice Foote MacDougal supply samples of merchandise free of charge. For this they have samples of their products given away to coffee house patrons by a special demonstrator working at a booth at the coffee house exits. In addition, each manufacturer secures part of the window space to put in an educational display. On the back of the menus is a further story of the products, and in the newspaper advertising they are illustrated.

DETROIT—Starting this week the General Motors Corporation monthly sales report is now being issued on the eighth day of each month in order that it may have more value as a barometer of business conditions than it did when it appeared later in the month.



Window display of cooperating manufacturers' products in an Alice Foote MacDougal coffee house, New York

What is there about DAYTON that *should* *attract you?*

DAYTON, OHIO, with a metropolitan population of over 231,000, is situated in the center of the rolling farm lands of the fertile Great Miami Valley, and should attract you as a manufacturer, marketing executive, sales manager or wholesaler—because it is the "Test Market of Ohio."

Famed for its diversified industry, the high plane of its professional and commercial life and as a center of aviation invention and development—Dayton is an up-to-date city, being the first in the United States to place its municipal structure on a sound business basis with a city-manager form of government.

Dayton as a manufacturing city is easily analyzed. It is within fifty miles of the center of the United States population and sixty miles from the center of manufacturing. It has access to national trade in all directions by four railroad trunk lines, while the largest electric railway system in the country provides excellent package service to all important cities. Real estate values are equalized, open shop system is followed, low sliding scale electric power rates are in force, ample water supply, an adequate natural gas supply, and the biggest and highest skilled labor market in the United States.

These things should attract you to Dayton as a permanent, safe site for the establishment of your business. An imposing list of national concerns maintain plants, offices, warehouses or assembly plants in Dayton to take advantage of the efficient,

economical sales and service facilities afforded.

But that's not half the story. What you sell *in* Dayton is insignificant when compared with what you can sell *from* Dayton. The whole Middle-West is within convenient, economical access. And too, consider Dayton's farm trade area which covers seven counties — Montgomery, Greene, Preble, Darke, Miami, Shelby and Mercer. The farm area annual income is \$35,000,000. The farm families in this trade area spend \$30,000,000 each year for household supplies, groceries and furnishings. Clothing alone represents a \$5,000,000 yearly investment by these families.

In the Dayton farm trade area 8,000 farm homes are equipped with electricity, while every twelve months this trade area requires \$4,500,000 worth of lumber, cement, brick, tile, sheet metal, roofing material, paint and builders' hardware. These figures do not include \$4,000,000 that is spent each year for new farm machinery and equipment.

Investigate Dayton before you decide the location of your manufacturing plant, branch office, warehouse or assembly plant to serve the Middle-West.

AN INVITATION

Manufacturers, Sales Executives and Wholesalers are invited to ask for complete, straight facts about the advantages DAYTON offers their business.

Requests for information will be given confidential and prompt attention.

Address WAYNE G. LEE
Managing Director
Chamber of Commerce, Dayton, Ohio

DAYTON

"The Test Market of Ohio"

Census Bureau Releases Figures on 1929 Wholesale Trade by States

State	Number of establishments	Volume of business (1929)	Per cent of total volume	Volume of wholesale trade per 1,000 inhabitants
Alabama	1,743	\$574,145,187	.82	\$216,986
Arizona	359	99,787,146	.14	228,870
Arkansas	2,052	373,074,089	.54	201,227
California	9,751	4,159,023,157	5.97	732,609
Colorado	2,076	540,398,295	.78	521,620
Connecticut	1,369	517,550,666	.74	322,060
Delaware	287	236,065,985	.34	991,874
Dist. of Columbia	496	350,754,056	.50	720,234
Florida	2,055	466,381,961	.67	317,699
Georgia	3,184	1,017,439,942	1.46	349,876
Idaho	681	121,193,295	.17	272,344
Illinois	11,687	6,866,323,029	9.86	899,793
Indiana	3,734	921,561,046	1.32	284,608
Iowa	4,954	1,057,006,060	1.52	427,764
Kansas	4,323	1,020,677,356	1.47	542,625
Kentucky	2,049	534,273,131	.77	204,311
Louisiana	1,730	853,122,733	1.23	405,862
Maine	987	189,975,451	.27	238,363
Maryland	2,205	741,647,913	1.07	454,441
Massachusetts	6,069	3,091,803,888	4.44	727,483
Michigan	5,273	2,174,202,745	3.12	449,030
Minnesota	5,521	1,716,902,857	2.47	669,619
Mississippi	1,713	385,226,122	.55	191,655
Missouri	6,674	3,361,720,921	4.83	926,349
Montana	1,249	158,545,212	.23	294,694
Nebraska	2,890	1,053,989,371	1.51	764,869
Nevada	96	13,718,677	.02	150,755
New Hampshire	326	61,760,022	.09	132,817
New Jersey	2,350	1,014,458,630	1.45	251,041
New Mexico	317	53,546,927	.08	126,588
New York	25,316	17,664,514,767	25.37	1,403,282
North Carolina	2,434	720,071,904	1.03	227,152
North Dakota	2,620	262,458,543	.38	385,402
Ohio	8,078	3,094,444,170	4.44	465,540
Oklahoma	4,183	776,887,481	1.12	324,244
Oregon	1,440	466,841,451	.67	489,352
Pennsylvania	10,546	4,761,812,064	6.84	494,426
Rhode Island	738	300,688,570	.43	437,684
South Carolina	1,539	333,528,360	.48	191,793
South Dakota	1,974	236,490,607	.34	341,256
Tennessee	2,263	1,077,750,047	1.55	411,827
Texas	9,606	2,804,509,116	4.03	481,461
Utah	737	180,627,695	.26	355,566
Vermont	308	57,392,926	.08	159,425
Virginia	2,344	650,308,593	.94	270,978
Washington	2,631	1,147,057,432	1.65	733,882
West Virginia	1,132	346,838,887	.50	200,601
Wisconsin	3,516	979,288,691	1.41	333,205
Wyoming	283	34,660,887	.05	153,367
TOTAL	169,888	\$69,628,448,061	100.00	\$567,122

Boston & Maine Arranges with Bush for Foreign Service for Shippers

NEW YORK—A joint arrangement which places the facilities of several hundred Bush agencies and offices in all countries of Europe and the Near East, except Russia, at the disposal of Boston & Maine shippers, was announced last week.

Foreign services, which will be offered to shippers under the new plan, include the creation and extension of commercial contacts to introduce and promote the sale of American products, transportation and "spot-stock" storage and distribution to foreign communities of American merchandise; and services to facilitate the financing of shipments while in transit or storage abroad.

In commenting on the plan, Irving T. Bush, president of Bush Terminal Company, said: "Under the joint program, New England manufacturers may ship their goods to any point in Europe or the Near East as simply as to any point in the United States. Their shipments can be made under the continuous responsibility of Bush Service Corporation.

CHICAGO—Bluebird Registered Diamond Rings, sold at a standardized price and value, will be nationally advertised soon according to Earl Ludgin, Inc., Chicago advertising agency, handling the account. The Bluebird Diamond Syndicate sells diamond rings to the jeweler with a metal price tag affixed and a guarantee that the diamond is a perfect blue-white stone.

Wrigley Inaugurates Greatest Newspaper Campaign on Gum

CHICAGO—For the first time in a number of years the William Wrigley, Jr., Company has gone into newspapers with a major advertising campaign. In this campaign the larger newspapers of Illinois and California are being used. The campaign started on July 6 and the program calls for liberal display space to the end of the year. An official of the J. Walter Thompson Company of Chicago, through which the advertising is being placed, told SALES MANAGEMENT:

"This is the largest newspaper campaign ever placed on chewing gum. It approaches the largest in any classification that has ever been placed. Chewing gum has been advertised for fifty years. This is the first time that such advertising has ever been based on comprehensive laboratory experiments."

"While the start is being made in the major newspapers of Illinois and California, it is not advisable to refer to it as a test campaign. It is very possible that this advertising will be extended to other centers before results can be analyzed on a test basis." However, it was pointed out, the campaign is divided into three parts. In Illinois the subject of the advertising matter is the relationship of smoking and chewing gum; in northern California nervous relaxation and chewing gum; in southern California, digestion and chewing gum.

It is explained in the display for Illinois newspapers that Wrigley's chewing gum stimulates the free flow of saliva, keeps the "taste-buds" moist and fresh and intensifies the sensation of taste. It explains that not only is pleasure added to smoking but that digestion is keener and the appetite better.

The copy for northern California stresses "edgy, bottled-up" nerves. It points out that scientific research has revealed the soothing effect of chewing gum on frazzled nerves; that it relieves tension and makes troubles fewer.

"Touchy stomachs," heartburn, etc., including distress after meals, are featured in the southern California advertising. Quick eating—observations showing that a number of persons took, on the average, only six minutes and thirty-one seconds for lunch—is pointed out as one of our human errors and the chewing of "double-mint" is suggested.



IN NEW YORK

—whether you go to Park Avenue or Riverside Drive, or to the

rich suburban towns of Westchester County, Long Island and

Northern New Jersey—you will find that wherever purchasing

power is high, New York Herald Tribune circulation is also high.

● It is the vast "spending" power of its readers that brings success to New York Herald Tribune advertisers.

NEW YORK
Herald Tribune

NEW YORK
Main Office
230 West 41st Street

SAN FRANCISCO
Verree & Conklin
5 Third Street

CHICAGO
John B. Woodward, Inc.
360 N. Michigan Ave.

DETROIT
John B. Woodward, Inc.
6-255 Gen. Motors Bldg.

BOSTON
Carroll Judson Swan
926 Park Square Bldg.

Media

One of these days advertisers are no longer going to be put to the trouble of sifting through a lot of heterogeneous and conflicting market reports for data about a specific market they're interested in. At long last the promotion managers of at least seventy-three of the more important newspapers are getting together and trying to agree to agree on uniform market data for each trading area. The group to whom we're indebted for these laudable activities is a committee headed by that energetic organizer and pioneer, Francis Nye McGehee (responsible for promotion on *Cleveland Press*, *Akron Times-Press* and *Youngstown Telegram*). The committee was appointed by George Benneyan, promotion manager of the *New York Sun* and chairman of the promotion managers' group of the Newspaper Advertising Executives Association. One of its first efforts has been a survey of the evolution and future of newspaper promotion departments. Newspapers and trade papers will also be interested in the proposal drawn up by this group outlining a cooperative campaign to advertise newspaper advertising. Thus are promotion managers proving their fitness for their increased influence and responsibility in the publishing picture.

* * *

Members of the staff of Capper Publications circulating among the farmers absorbed so much conversation about depression in general, but saw so many evidences of success and prosperity in particular, that they set about to gather in some facts. You'll find them in "The Better Times Chronicle." Ten farm papers cooperated in harvesting the material: the *Kansas Farmer*, *Oklahoma Farmer-Stockman*, *Missouri Ruralist*, *Progressive Farmer*, *Ohio Farmer*, *Indiana Farmers' Guide*, *Pennsylvania Farmer*, *Dakota Farmer*, *Michigan Farmer* and *Capper's Farmer*. There are eight news pages crammed full of specific evidences of buying power in the farm market—a refreshing collection for the reader and an interesting sheet for any manufacturer selling to the farm market to distribute to his salesmen as a source of inspiration.

* * *

Direct mail being an advertising medium which might be considered to divert part of an advertiser's appropriation dollar away from trade papers, we congratulate *Hardware Age* on its broad vision and fine spirit in extending to its manufacturer readers its new addressing service. For this purpose it has engaged a staff to keep uniformly accurate and up-to-the-minute a mailing list of hardware retailers to whom it is equipped to address manufacturers' mailings.

* * *

Here's one listener who's mighty grateful to such enterprising radio advertisers as Packard, *True Story*, White Owl and A. & P., among others, for the nice big display announcements they're running next to the radio columns, apprising your seeker-after-amusement of their contributions to the evening's bill of fare. We're one of those lazy lubbers who find it a chore to grope through the solid phalanxes of tiny type for some promising bit of entertainment. The advertisers' headlines

greatly simplify the process of getting oneself entertained with a minimum amount of effort.

* * *

There's one city a man can go away from and still get the dope on market trading activities hot off the griddle—in fact, almost as early as if he were scorching on Michigan Boulevard. On July 1 the *Chicago News* inaugurated its daily plane service to resort centers in northern Wisconsin and the lake shore, bearing their Blue Streak final markets editions. We don't know of another newspaper that follows its customers into distant retreats via airplane.

* * *

The American Druggist is one of a handful of the 1,800 business papers of the country that are waging a spirited fight against the Capper-Kelly bill, on the ground that it will not accomplish for the independent retailer what its proponents claim. This is one of the results to be expected from its adoption, suggests Herbert R. Mayes, editor of *A. D.* and author of the plea: "Suppose all drug stores, independent and chain, were obliged, by reason of contracts entered into with the manufacturer, to sell XYZ Antiseptic at fifty cents."

"What would prevent chain stores from selling XYZ Antiseptic at fifty cents—and throwing in free a tube of tooth paste, a horse and wagon and a trip to Coney Island?"

If you're interested in the subject of price maintenance see if you can't wangle tear-sheets of the editorial spread "The Truth about the Capper-Kelly Bill" from the *American Druggist*. It appeared in the May number.

* * *

Maybe this argument for spending money for advertising, on the basis of its being one investment whose value doesn't depreciate but "cumulates," isn't as fresh as it struck us, but we think it's a nifty. We helped ourselves to it from the front page of a recent survey done by the *Nashville Tennessean*: "Machinery and concrete instruments of our production and distribution scheme may wear out or become obsolete. But consistent advertising in a newspaper, which is a constructive and vital force in a city's daily life, becomes increasingly valuable year after year."

* * *

Frederick G. Bonfils, publisher of the *Denver Post*, is an ardent angler, and likes to share his enthusiasm for the sport with his readers. He's corralled the allegiance of all the fishing fraternity in those parts by offering prizes for big native and rainbow trout caught in Colorado streams.

* * *

Of the seven magazines recently disposed of by Radio Science Publications, Macfadden Publications, Inc., have taken over five, *Radio News*, *Amazing Stories*, *Complete Detective Novel*, *Wild West* and *Amazing Stories Quarterly*.

* * *

The recently formed Productions Publishing Company, publishing *Wid's*, a magazine serving the managers of motion picture theatres by furnishing them with intelligent reviews of the new pictures, news of the trade and seat selling ideas, will operate in association with Edward Lyman Bill, Inc., and the Federated Business Publications.

* * *

On September 25 John R. Rutherford will become western manager of *Pictorial Review*.

Account Changes

NATIONAL MOHAIR PROMOTION BUREAU, New York, to McLain Organization, Philadelphia.

FREUHAUF TRAILER COMPANY, Detroit, to Frank Spedden, Inc., there.

BORDEAUX LABORATORIES, INC., Albany, steam generator heating systems, to Addison Vars, Inc., Buffalo.

PUBLIC SERVICE MILLS, INC., West New York, New Jersey, to Grand & Wadsworth, Inc., New York. Magazines and direct mail.

COASTAL TRANSIT COMPANY, New York, (unit of Short Line System) operating interstate and intrastate buses from New York to Buffalo, Albany, Boston, Philadelphia and Washington and intermediate points, to James F. Newcomb & Company, Inc., New York. Newspapers, magazines and radio.

ART WOOD PRODUCTS CORPORATION, Chicago, gift shop novelties and art wood products, to Albert Frank & Company there. Women's and class magazines, trade papers and direct mail.

BLUEBIRD DIAMOND SYNDICATE, Chicago, Bluebird Registered Diamond rings, to Earle Ludgin, Inc., there.

MAY OIL BURNER CORPORATION, Baltimore, European advertising to Dorland International, New York.

TERRI COSMETICS CORPORATION, New York, Terripak and Terristik, cosmetics, to Conklin Mann, Inc., there.

ST. JOHN'S MILITARY ACADEMY, Delafield, Wisconsin, to Klau-Van Pietersom-Dunlap Associates, Inc., Milwaukee.

SUPRA-VALUE SHIRT COMPANY, New York, to Grant & Wadsworth, Inc., there. Magazines and direct mail.

CLEVELAND BRASS MANUFACTURING COMPANY, Cleveland, plumbers' rough brass goods, oil specialties and Hosemaster, to the Lee E. Donnelley Company there. Business papers and direct mail.

LIBERTY MUSIC SHOPS, New York, to Cutajar & Provost, Inc., there.

CURTISS-WRIGHT CORPORATION, New York, and subsidiaries, to Gardner Advertising Company, New York and St. Louis.

MONTGOMERY WARD & COMPANY, Chicago, national advertising campaign (except radio) to H. W. Kastor & Sons Company, Inc., there.

HAHN DEPARTMENT STORES CORPORATION, New York, to Lyndon, Hanford & Kimball, Inc., there.

CREAMED FOODS, INC., New York, Morgan Brand Creamed Chicken, and other creamed foods, to Ruthrauff & Ryan, Inc., there.

Gossip

Blackett-Sample-Hummert, Inc., New York, Chicago and San Francisco agency, has consolidated with Crowell, Crane, Williams & Company, Chicago, the combined firms to operate under the name of Blackett-Sample-Hummert, Inc.

PAUL V. TROUP has retired as head of the media department of Lord & Thomas and Logan. Mr. Troup has been with the company more than forty years.

FREDERICK DUERR, formerly advertising and publicity director of the United group of corporations controlled by United National Corporation, Seattle, and previously engaged in newspaper work there, has established Frederick Duerr, Inc., advertising agency, with offices in Exchange Building, Seattle.

BERNARD ESTES has been appointed vice-president in charge of marketing and merchandising for Oberfelder-Franken, Inc., New York agency. He had been associated with Charles B. Coxhead organization, and prior to that with Fairchild Publications and Metropolitan Life Insurance Company.

H. T. PINKHAM, at one time sales director of the A. R. Martine Company, bank promotional campaigns, is now special representative, in the Philadelphia district, of the Criterion Advertising Company.

WALTER G. SPRINGER, until recently director of sustaining sales of National Radio Advertising, Inc., and formerly director of public relations of the Columbia Broadcasting System, has been appointed manager of the radio department of William H. Rankin Company, New York.

A surprise banquet marking the second anniversary of the company, and as a testimonial to its progress and the close type of cooperation extended to them, was given last week to the principal executives of Badger & Browning, Inc., Boston agency, by the clients of the company.

FRANK A. CUDDIHY, who has been market analyst and contact executive with Kling-Gibson Company, Chicago agency, and previously manager of the research department of Campbell-Ewald Company, Detroit, has been appointed director of markets and media of the Chicago office of Lord & Thomas and Logan.

WALTER A. KIRKPATRICK is now engaged in free-lance advertising and editorial work, specializing in trade publishing and merchandising. For fourteen years he was with the Chilton Class Journal Company, the last six as assistant business manager of *Chilton Automotive Multi-Guide*, *Automotive Industrial Red Book* and *Chilton Aero Directory & Catalog*.

S. F. J. TRABUE, formerly with the Wesson Oil & Snowdrift Sales Company, has joined Bauerlein, Inc., New Orleans agency, as an account executive.

Doubles Business... says Autopoints aided

**Wholesaler of automotive greases and oils
builds good-will with this famous pencil**

WHEN publication advertising is impracticable, what is a firm to do to build sales? Scores of concerns in this situation are finding Autopoint Pencils of unique value.

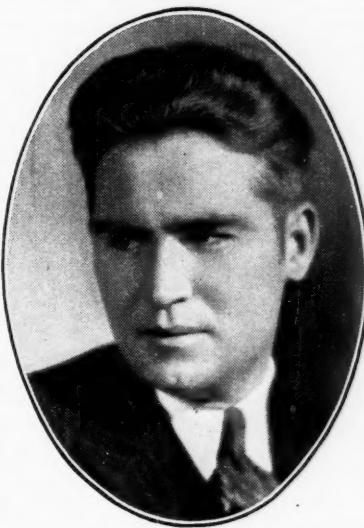
The Allied Grease and Oil Company of Chicago is one of these. This firm is a wholesaler of automotive greases and oils selling to the independent oil jobbers. Friendly contact must be maintained with customers... it is scarcely conceivable that printed advertising could do the job.

At Christmas time, the Allied Grease and Oil Company distributed imprinted Autopoint Pencils to its customers. "We received many compliments upon them," says C. P. Dolan, President. "We believe they were important in aiding us to double our sales over the preceding year."

Many uses

There are definite reasons why imprinted Autopoints function successfully as good-will builders. This pencil makes friends. Firms that have distributed Autopoints get requests for additional pencils months and even years after the original ones were given out. They find that the gift of an Autopoint is remembered.

Some firms use Autopoints as



C. P. DOLAN,
President, Allied
Grease and Oil
Co., Chicago.



prizes. Other concerns contact by means of Autopoints all those persons whom salesmen are unable to see. In one way or another, whatever your business, there is a way in which Autopoints can aid you. Let us help you find it.

A tested sales plan

Without obligation, we will gladly submit a plan to show you just how Autopoint will fit into your scheme. Just send the coupon and you will receive full details. It costs nothing to examine what we propose. It may be a way of building good-will for your business. Please fill in your name and address below, clip and mail.

NEW!
A "non-slip" tip
of black Bakelite
makes Autopoint
now a better pen-
cil than ever.

Autopoint
The "Better Pencil" Made of Bakelite

3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, light-weight material.
- 3 Perfect balance—not "top-heavy."

Autopoint Co., 1801 Foster Ave., Chicago

AUTOPOINT COMPANY
1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send booklet, sales-building proposition, prices, etc., on imprinted Autopoint Pencils.

Signed _____

Business _____

Address _____

Editorials

TOOTHLESS TRADE RULES: Further study of the revised Trade Practice rules of the grocery industry convinces competent students of the subject that there is more urgent need than ever of rewriting some parts of the anti-trust laws upon which these rules are based. When the Federal Trade Commission announced its intention to overhaul these and all similar rules, high hopes were entertained that they would be strengthened in such a way as to facilitate business along right lines. Actually they have been weakened in important respects. This is not the fault of the commission. That body has merely, properly enough, brought them into harmony with the statutes. . . . When the news of the changes was first published the impression was given that little more had been done than to edit phraseology in minor particulars. It now appears that the commission felt obliged to go much farther. Rule I, for example, "Terms of sale shall be open and strictly adhered to," has lost the bite of the last three words, while the rules against secret rebates and price discrimination have been so modified as to rob them of most of their practical value excepting insofar as they restate the provisions on these points of the Sherman and Clayton acts. . . . It is right, of course, that Trade Practice Conference Procedure should reflect the laws of the land, which manifestly it has not done in the past; apparently some of us have been doing business under quite misleading rules of legal practice. An incidental advantage of the change will be the focusing of attention on shortcomings in the laws which, however excellent the intention of their authors to prevent stifling of competition and the creation of monopolies, are carrying out their purpose under conditions not foreseen when the legislation was under consideration.

as an incentive to useful effort, but there is instinctive dislike of arrangements which seem to favor insiders inordinately, especially when public ownership is involved. . . . The whole theory of giving employes a part in the harvest of good earnings rests on a sense of fair play, and in practice the theory works out well only when there is no ground for believing that merit and faithful service will not be equitably recognized. When there is reason to suspect that favoritism is exercised the bonus system is more likely to wreck morale than to promote good work.

WHOLESALEERS STILL IN THE RING: The magnitude of this country's wholesale business is disclosed by the preliminary figures of the National Census of Distribution. The total volume so classified was \$69,628,448,061 in 1929, within half a million of the value of all our factories' products in that year. This immense amount of business was transacted by 169,888 establishments including (besides ordinary wholesalers) brokers, manufacturers' sales branches, bulk tank stations, country buyers of farm produce, cash and carry houses, drop shippers and wagon distributors, as well as exporters. To the sum of their transactions, however, must be added wholesale business of retailers, direct sales to retailers (some \$11,000,000,000) and more than \$16,000,000,000 worth sold by manufacturers to industrial consumers. . . . It is impossible with the data now available to establish the exact relationship between wholesale volume and production or retail volume, owing to the factor of duplication which affects especially the first two categories. But, making full allowance for this element, the census destroys many delusions concerning our wholesale activities. So much has been said about the effect of direct chain and group buying in eliminating middlemen that many economists have been inclined to regard the status of the jobber with feelings of commiseration. In the light of the census revelations, however, it is evident that the jobber is still playing a notable part in our affairs and is in no great danger of passing off the stage. . . . We shall know more about the scope of his role, presumably, when all the information collected by the census has been compiled and made public, particularly when we learn the extent of chain operations. Meanwhile it is interesting to recall the estimates of the chain development in recent years made by the United States Chamber of Commerce—from 6 per cent of all retail business in 1923 to 18 per cent in 1929. If the wholesalers have suffered greatly from displacement of their dealer customers through the growth of the chains, the relative volume of the wholesalers in 1923 must have been fabulous.

BONUS SYSTEMS: Profit-sharing devices in general are likely to be influenced by the decision of Bethlehem Steel as a result of stockholders' protests to change its plan of bonus distribution. Charles M. Schwab, the chairman, had urged apportioning of these fat rewards out of earnings before full provision was made for depreciation and obsolescence. He had also insisted on secrecy as to the amounts allotted to each individual in order to avoid jealousy among officials so compensated. The new rule makes bonuses a charge only after preferred dividends and depreciation have been taken care of and removes the seal of silence. Salaries are to be raised from the nominal amounts paid under the old plan. . . . Public opinion will no doubt approve the change and business executives are not likely to regard it with disapprobation. The modern trend is to profit-sharing

Dealers Create Design for Eagle Window Display

(Continued from page 60)

unit in all three plans found its origin in the suggestion of a progressive dealer.

Again the research men went to the dealers, this time selecting fifteen of the original number who had voiced recommendations of considerable merit. To these the miniature sketches were submitted for further comment. Twelve of the fifteen immediately showed an outstanding preference for one certain idea and design in the centerpiece. By a majority almost as large, the side cards from one of the other miniature plans were favored. And by a unanimous vote, two construction pieces, so devised that they could hold miscellaneous merchandise of the dealer's own selection, were chosen from the third miniature plan.

The finished display was designed to embody the ideas thus voted as most effective. It is reproduced with this article.

When the finished display was ready, investigators made a third call on the dealers, soliciting a frank opinion of the job. In every case the dealer pronounced it the most effective white lead display material he had ever seen.

The merchandise construction pieces immediately piqued dealer interest, and a question concerning the strength and durability of these particular units was usually asked. The company was thus enabled to demonstrate forcefully the ruggedness with which these units were constructed. Two heavy cardboard supports bolster each of the cards at the exact point where most of the weight is placed upon them. They may be pushed into place without removing articles on them, and are equally serviceable as counter cards or window display units. Their stamina allows the dealer to use them for any sort of merchandise he wishes to feature, whether it be brushes, varnish, mixed paint, decorators' tools or other items.

The copy used in the display is especially worded so as to further the sale of any item in his stock. The Eagle White Lead message has been confined to the bottom, and purposely arranged in a relatively inconspicuous manner.

BEACON FALLS, CONN.—Clinton E. Little has resigned as president of the Beacon Falls Rubber Shoe Company here. He had been with the company for twenty-five years, starting as a salesman, then advancing to general sales manager, and in 1925 becoming president. Mr. Little has not yet announced his future plans.

Of the 221 exclusive schedules, placed in Fort Worth newspapers in the first quarter of 1931, 204 were running in the Fort Worth Star-Telegram. (Media Records).

For results in Fort Worth and West Texas, use the

FORT WORTH STAR-TELEGRAM		
MORNING	EVENING	SUNDAY
AMON G. CARTER		A. L. SHUMAN
President and Publisher	Vice-President and Adm. Director	

LARGEST CIRCULATION IN TEXAS
Lowest Flat Milline Rate in Texas

WMAL

On the Air 17 Hours Daily

WASHINGTON'S
Individual per capita wealth is ahead of the National average.

WASHINGTON'S
Spendable income is the second highest in America—\$1,428 per capita.

WASHINGTON'S
Buying public is the most intelligent in America. Washington has less than $\frac{1}{2}$ of 1% of illiterate population.

Frequency 630 Kilo-cycles

CAPITALIZE YOUR ADVERTISING

Located in the capital of the Nation, Station WMAL is the Washington station of the Columbia Broadcasting system. Equipped with Western Electric double turntables for spot broadcasting of transcription programs.

"Broadcasting the better things in and for Washington"

This Depression Campaign Sold 7,000 Stoves

(Continued from page 57)

watch the smiles of incredulity fade into expressions of intense interest, as the presentation of the proposition proceeded. For salesmen are just as quick to appreciate and approve a constructive selling idea as they are to "hand the razz" to one they don't like.

And here they had a good one—a real sales program with a new approach. Here was equipment that would obtain many a new interview. Here was eye-appeal plussing the oral attack. Here was a method of presentation that would get to and hold the interest of the difficult prospect.

And here was a quick attention getter and a quick action canvass—big chart pages with big hand-lettered messages and big pictures on them—short, easy-to-read statements, less than half a minute long per page. In fact, you could read through the entire portfolio in fifteen minutes or less if you so desired. Unquestionably this Four-Point plan chart talk was going to be a time-saver for both salesmen and merchant.

Insured a Complete Story

One great advantage which the Coleman salesmen hoped to gain from the use of the new chart talk was the assurance they would always have, of being able to tell the complete story of the new Four-Point plan, in the most effective fashion. They would always make the same perfectly logical presentation. They could go from point to point without overworking their pet arguments or forgetting the old reliable appeals. Step by step they could present the whole proposition—one thought, one idea at a time, and all in proper sequence.

With this portfolio, the average-to-poor talker would have a chance. He could control the interview. He could prevent premature argument. He could answer the unspoken objection. He could go right on "from where he left off," after an interruption. And, if he didn't have the "dramatics" essential to centering and sustaining interest and working up to the climax, he could always "let the chart do it."

But perhaps the most attractive feature of the new chart talk, at least from the standpoint of the salesmen, was the fact that it was prepared entirely from the dealer angle. Starting from admitted facts, assuming excellence of product appearance, perform-

ance, reputation, value, quality, etc., this chart was a how-to-sell-more-stoves proposition from start to finish.

Equipped with a visualizing method of offering their dealers a stove resale plan which had won their unanimous approval, the Coleman salesmen went out on their territories and *sold stoves*.

As evidence of what a salesman can really accomplish by means of intelligent, conscientious and diligent application of the chart talk method of selling, the records to date of the Coleman salesmen leading in stove sales (orders booked and delivered) are decidedly convincing. The leader has sold 388 stoves. His runner-up 280. The third place man has had 198 shipped into his territory. And the average per man for the entire force is more than 80. These figures will all increase, as the season is only half over and the repeat business only commencing.

Backed by Advertising

Paving the way for the salesmen, the *direct mail* presentation of the Coleman plan was organized and stepped into action even before the visual chart talks were completed and placed in the hands of the men on the road.

Supplementing the activities of both Coleman salesmen and dealers in the execution of the new plan came the national advertising of the trade-in offer in the periodicals reaching the small-town and country-home market for Coleman stoves.

This was an absolute reversal of the usual procedure. Instead of starting with the consumer appeal and then building everything else to support it, this campaign started with the salesman's portfolio and wound up with the announcements in consumer publications. These consumer advertisements, offering the trade-in allowance and easy payment plan, were finished last in the development of the program. And they seem to be doing just as well, from an inquiry producing standpoint, as though they had followed the usual method of initial preparation. Anyway, they are pulling in the inquiry coupons, which is what they are supposed to do.

The retail dealer is intensely interested in "plans instead of pieces" of advertising. He has plenty of the latter thrust upon him—circulars and

folders by the thousand, displays by the hundreds, dumped in on him unasked and without a trace of a suggestion as to how to use them effectively.

Nothing like that here. Instead, the Coleman Four-Point plan is built upon the successful experiences of many merchants. Its various elements have been tried and proven in many stores. It offers "dealer helps that help the dealer." It promises plenty of sales action yet with a minimum of dealer effort and time. It is devised strictly from the dealer standpoint, features him and his store, is keyed to his trade—speaks their language and invites their custom in the way he likes.

Go to the dealer with a real plan that even merely looks as though it had a chance to succeed and you'll find him ready and eager to "play ball" with you. Give him a program that will help him get more people into the store, help him lessen sales resistance, help him hold old customers and get new ones, help him promote clerk interest in companionate item selling, help him show more and sell more—give him a little such help and then watch him turn right around and help you.

Tracks Clear for Steady Gain, Curves Indicate

(Continued from page 62)

regular fluctuations shown for that period is not necessarily to be expected. Those irregular movements are partly due to the fact that fewer items are included in the indexes of industrial activity for the earlier periods, while the indexes for recent years include more items and tend to give greater regularity to the changes in the composite index.

Studying the trends of business activity following the World War and those after the Civil War, some observers appear ready to conclude that during the next three years we may witness a prolonged depression such as followed the boom and recession of 1873-74. In order that the reader may evaluate this conclusion, there have been included in Chart II the general commodity price movements and business cycles for the periods 1858-1877, 1878-1897 and 1914-1931. The first and third periods have in common war-time commodity price inflation and subsequent deflation. Business depressions occurred in 1865 and 1921, the years of sharp price declines, and booms occurred in 1873 and 1929, eight years later. It is these observations that are usually

cited as the evidence that a prolonged depression at bottom levels lies ahead of us such as developed during 1875-1878.

However, the striking fact revealed in Chart II is not so much the similarity between the periods beginning with the Civil War and with the World War, but rather between the 1914-1930 period and the 1878-1897 period. The parallelism here is really striking for the major cycle of 1878-1885 is duplicated by the major cycle of 1914-1921, the major cycle of 1885-1893 is duplicated in the one of 1921-1930, and even the three minor cycles in the major one of 1885-1893 are repeated in the three minor ones of 1921-1930. This is an admirable example of economic history repeating itself—after a lapse of thirty-six years of tremendous industrial and financial changes. Apparently, in spite of great progress made during the past fifty years, the nation's industrial behavior has remained the same in response to similar stimuli.

While the prolonged period of prosperity in the United States from 1915 through 1920 resulted from the World War, the prolonged prosperity of 1879-1883 rested on a combination of circumstances similarly favorable for the United States. Then it was extensive crop failures abroad, aided by the resumption of specie payments, that started a rapid recovery in commodity prices and converted depressing agricultural surpluses into great wealth, thus laying the foundation for railroad and industrial expansion.

Relation of Price Level

Although the diverse economic influences which operated during these several periods cannot be discussed in this limited article, one factor needs to be mentioned, namely, the relation of the price level to the depressions in the 1870's and 1890's. Between 1875 and January, 1879, the business community in the United States was confronted by a Congressional decision that Civil War paper money would be redeemed in gold. The effect of this prospect tended to restrict the amount of money in circulation relative to the mounting volume of goods, particularly of agricultural products, gradually to lower American prices to world price levels, and to keep business depressed. The certainty of this price depression element of the 1870's was not present after 1893, when a moderate revival took place in spite of commodity prices remaining unusually low. Nor is it present today.

Another factor which makes conclusions based on 1875-1878 condi-

tions questionable is that the severity of the 1929-30 decline in industrial activity with its great depletion of consumers' goods makes recovery, based at least on replacement needs, fairly certain.

If conclusions as to the future are to be drawn on the basis of historic analogy there is more reason for expecting developments more nearly like those of the period 1894-1897 than those of 1875-1878. But a great deal will depend on price-making forces and international affairs. Rising commodity prices tend to accelerate business recovery as they did in 1879, 1908, 1915 and 1922, but continued low or falling prices as in 1885 and 1894 would tend to dampen, not necessarily prevent, business revival.

Thus historic analogy points to a continuation of irregular revival begun last January, continuing possibly through 1932. Although present facts tend to support this expectation of a moderate recovery, neither history nor current trends are a guarantee that the unexpected or unusual may not happen.

Survey of Surveys

(Continued from page 50)

convenience in using this table, each pair of publications is listed twice. For example, the duplication between *Delineator* and *Good Housekeeping* is given both under *Delineator* with its combinations and under *Good Housekeeping* with its combinations.

The first column in the table gives the total circulation in the United States as derived from the publishers' statements to the A.B.C. for the six months ending June 30, 1930. The second column gives the amount of duplication and the third column the percentages of duplication. Included in the back of the book is also a method of computing the net non-duplicating circulation for those who are interested in these figures.

It should be borne in mind that all figures of duplication or overlapping given in this report are in terms of family duplication and not individual reader duplication.

The American Association of Advertising Agencies has felt that this work should be done for the benefit of advertising as a whole and has decided to supply copies at a price of \$25.00 each to all who can properly use them. Address: Frederick R. Gamble, American Association of Advertising Agencies, 420 Lexington avenue, New York City.

Link-Belt Appoints

CHICAGO—Ralph M. Hoffman, for the last eight years manager of the Seattle office of the Pacific division of Link-Belt Company, has been appointed vice-president and sales manager of the division, with headquarters at San Francisco. He succeeds Harold H. Clark who has retired as vice-president and assistant secretary of the division after thirty years of service with the company.



A Message to Executives of Young & Rubicam

The Hotel Ambassador at Park Avenue and 51st Street is less than five minutes' walk from your busy offices. You will find this hotel an excellent place to live, dine with friends or prospects, create copy and prepare plans—or re-create in the Restaurant when the day's work is o'er.

Hotel

Ambassador
PARK AVENUE at 51st STREET
NEW YORK

"AN ADDRESS OF DISTINCTION"



EXCEPTIONAL SUMMER ADVANTAGES

OVERLOOKING Lake Michigan . . . with parklands . . . beaches and bridle path close at hand. . . . Restfully quiet . . . yet within a few minutes of the Loop stores . . . and theatres. Rooms are light . . . airy . . . foods tempt the lagging summer appetite. Rates begin at \$4.00 per day. Permanent Suites at Special Discounts.

THE DRAKE
HOTEL, CHICAGO
Under Blackstone Management



These most valuable booklets of the week will be sent free to executive readers who make a separate request for each one on their business letterheads. Booklets will be mailed by the companies which publish them.

Address SALES MANAGEMENT, Inc., Reader's Service Bureau, 420 Lexington Avenue, New York.

Markets and Media

City Coverage and Consumer Buying Power in Indianapolis. If you're looking for a picture of Indianapolis' geography in terms of quality, the Indianapolis Star has drawn up one in the form of a district map showing average family incomes. Includes population, number of families and incomes and coverage by the Star.

Birmingham—the South's Greatest Industrial Center. Kelly-Smith, representing the Birmingham News and Age Herald, have gotten up an impressive presentation of the industrial growth and wealth of Birmingham—with all that goes with it. Profusely illustrated with photographs showing civic improvements, transportation facilities, neighborhood centers, typical homes, industries (iron, steel, cement, chemicals, tar products, coal, lumber, paper, agriculture). All customary statistical data about Birmingham and its outlying cities included.

Home Consumption Products in Hawaii. The latest of a series of market information booklets from the Honolulu Star-Bulletin. Gives cross-section of industries, wholesale and retail outlets, trade opportunities, distribution facilities, list of imports from U. S. of all commodities in quantity and value, distribution of brands of various foodstuffs, etc.

Into the Hands of the Consumer. A survey of market data about this city with the second highest per capita spendable income of the entire south, done by the Nashville Tennessean. The city is broken down into sections, for each of which a map, number of families, rents, telephones and other indices of purchasing power are provided. Nashville Tennessean coverage is also indicated.

Printing

Gravure. An interesting booklet gotten out by the John C. Powers Company to illustrate how a variety of etchings, photographs and drawings reproduce in the gravure process.

Manz with Walker & Heisler

NEW YORK—Henry A. Manz, for many years with Certain-Teed Products Corporation and more recently with the American Salpa Corporation, has been appointed sales manager of the wholesale division of Walker & Heisler, Inc., here, carpets.

KEARNY, N. J.—Harry B. MacLaughlin, formerly with the Vacuum Oil Company, has been appointed sales manager of the Emark Battery Corporation, a division of Thomas A. Edison, Inc., here.

West Coast Group Launches Drive against Centralized Buying

PORTLAND, ORE.—An attack on centralized buying by national organizations with branches located throughout the country has been launched here by the Associated Stationers and Office Equipment Dealers of Portland in a local newspaper campaign. Business groups in other coast cities are said to be contemplating similar action.

Viewed as an iniquity quickening since the depression is the tendency on the part of a number of national corporations—not chain grocery groups—to drain resources of cities in which they have located branches by

withdrawing purchases of supplies and materials for the conduct of their business in those cities and centralizing their buying in major centers. Rather than criticize leading national corporations which centralize their purchasing in the east, the campaign is praising those companies which practice local purchasing. Photographs of executives of such companies with signed statements of their policy are used as the basis of the campaign.

A fund has been raised to carry on the campaign and an agency appointed.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

EXECUTIVES WANTED

SALES MANAGER WANTED—A HIGH-grade man experienced in selling Store Fixtures, Church Furniture and Manufacturers' Woodworking Service. A New England concern with established business and reputation is reorganizing its selling policy offering an unusual opportunity to man who fills the bill. The applicant must be able to handle the designing department. Save yourself the trouble of writing if your experience has not been along these lines. Write qualifications, etc., to Box 308, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

two years he has served effectively on the circulation promotion staff of SALES MANAGEMENT. He is 33 years old and a Protestant. Salary need not be considered until he has proved that his methods are effective and profitable. Box 307, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

SALES EXECUTIVE DESIRES CONNECTION with larger firm, or opportunity to put over new product. Experienced in organizing and marketing new products. Years of handling men, contact with jobber and dealer problems, and a working knowledge of the advertising department. Capable of forming new department, reorganizing, or running your present one on a profit-paying basis. Now employed by large, nationally known manufacturer, selling to industrial, consumer, and institutional market. Will consider assistant's position if firm is large enough. Address Box 306, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis, 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

POSITIONS WANTED

MANUFACTURERS OF PREMIUM GOODS or advertising specialists, or printers, lithographers or publishers may be interested in a young man who has demonstrated his ability to sell, by letter, to sales and advertising executives. For the past

The Gasoline Retailer

25,264 54 West 74th Street
Gasoline Filling and Service Station Subscribers New York City

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